

The Toastmaster

AUGUST 1981



Skelez '81

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We Went for the Gold

"Believe you can, and you can; believe you will and you will."

These are the thoughts of Olympic athletes as they prepare for competition in their quest for a gold medal. These were the thoughts of Toastmasters around the world as we "went for the gold" in this record setting year. We have exceeded our educational goals and our club and membership figures are the highest in the 57-year history of Toastmasters International. We have indelibly made our mark in the Book of Toastmasters.

This great achievement is the result of the combined efforts of club and district members all over the world, working to meet individual and team goals. We have a spirit — like an energy force — that becomes more powerful with each ac-

complishment. We are all to be congratulated for our efforts. Our achievements are second to none.

But records are continually being broken and I'm sure the coming years will see us reach new heights and achieve goals that were once only dreamed. The talent, dedication and motivation of our membership will not be denied, and so we can look to the future with great anticipation. There is no limit to our potential as long as we maintain our desire to grow and be successful.

I consider myself the luckiest man alive to have served as your 50th president. It was an honor and a privilege to represent you to the hundreds of business and civic leaders throughout the world who were eager to meet with me and learn about our successful organization. It was with great pride that I told them the Toastmasters success story. They were impressed.

I'm sure, in the coming years, I will look back on this historic year with nostalgia. I will remember the warmth and hospitality shown to me and my family by the many Toastmasters we visited. I'll remember the glow in each of your faces that came from the satisfaction of knowing you were accomplishing personal success. And I'll remember the enthusiasm of our new members and officers as they looked forward to achieving yet even greater things in the future. I'll also remember how you more than met your commitment to be the "Spirit of the 80s" and launch us on a decade of unprecedented success.

Yes, I'll remember all that and then I will silently say, "How lucky I was to be their president when they 'went for the gold' — and got it."

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Dr. Ralph C. Smedley (1980)

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Helpful Organization

I do approximately 200 speaking engagements annually. In every one of my speeches and seminars I recommend to those who want to grow in their profession and community that they join Toastmasters International. "Before you eat your next meal, check your telephone directory and look for a listing for Toastmasters," is my advice to them.

In some of my public speaking classes, I used to hand out copies of THE TOASTMASTER and have my students use the articles for their subject matter. In that manner, they not only learned by speaking but were also taught the subject matter.

You are a great organization and I applaud you!

Ty Boyd, CPAE
Charlotte, North Carolina

A Time for Renewal

Edmund Schrang's article, "Life after 65," in the March issue, quotes the statement by a Toastmaster that retired senior citizens have reached their second childhood. I, as an octogenarian, find this statement derogatory.

Since I had to retire at age 70 from the Defense Language Institute's faculty more than 10 years ago, I, like Mr. Schrang, felt that the time had come for "renewal."

For the last 11 years of my retirement, I have been legal adviser for the American Association for Retired Persons and National Association for Retired Federal Employees. I am chairman of an Ad Hoc Committee for the Multicultural Interpretive Center at the Army Museum Presidio of Monterey and president of the Defense Language Institute's Toastmasters Club 3824-4. I feel physically and mentally better than before my retirement and my numerous and much younger friends can testify that I have not reached my second childhood.

Dr. J.M. Vesel
Carmel, California

Unimpressed

Barney Kingston's article in the May issue, "How to Impress Your Boss," certainly did not impress me and I'm sure many other Toastmas-

ters who are striving to be better leaders.

The five suggestions that are given would certainly discourage a well-equipped, on-the-toes executive. Taking your briefcase home and having a cluttered desk proves to higher management that you cannot manage yourself! Hanging the boss's picture would appear rather "strange" in our society today, and avoiding decisions does make an impression — an impression that you are not executive material! These tactics last about twelve months, then the truth bares itself. Management wants people who will work, manage, make decisions and produce!

If Toastmasters is to produce members who will lead, produce and make decisions, let us learn these steps!

T. Alan Benedict, ATM
Canoga Park, California

From the author:

I'm sorry Mr. Benedict doesn't think much of my piece, "How to Impress Your Boss." Apparently he didn't realize the article was intended as a spoof, good fun — the kind of stuff Don Rickles does so well.

Seriously, if we don't learn to laugh at ourselves occasionally on the way up, when we reach the top we might find it a rather lonely place.

Barney Kingston
Chicago, Illinois

Ah, Forgive them. . .

Each of us, I am certain, attaches great value to our membership in Toastmasters. The advantages are in learning the elements of good public speaking and even the proper use of language. And yet despite these great values, there is a disturbing paradox — the abuse and intolerance of that small and proper English word of exclamation, "Ah."

As members of Toastmasters we are asked to shun this respectable word as though it is vulgar. Let a speaker in an unguarded moment say that word and the air suddenly becomes charged.

We should rally to the defense of this maligned, yet historically correct and respected word. It is noteworthy that "ah" usually precedes a statement of romantic or philosophical content. Consider the lovely ballad "Ah, sweet mystery of life" or the wishful "Ah, to be a boy again just for

tonight." Henry Wadsworth Longfellow's Evangeline says to her beloved Gabriel, "Ah, how often thy feet have trod this path to the prairie. Ah, how often thine eyes have looked on the woodlands around me, Ah, how often beneath this oak returning from labor thou hast laid down to rest and to dream of me in thy slumbers." Would you permit Mr. Longfellow to suffer a cacophony of bell rings which dishonor and humiliate?

I believe that if the purpose of Toastmasters is to eliminate pauses during a speech, why have they not outlawed "um," "ahem" and even the heavy breath frequently involved in an involuntary pause?

Fred B. Kaplan
West Palm Beach, Florida

Biased Speech Contests?

Unfortunately, I've experienced the same problems Marshall Kulberg wrote of in "Something Must Be Wrong" (June, 1981). Toastmasters quickly learn by comparing previous speeches and the slant of THE TOASTMASTER magazine that motivational speeches always win in speech contests. If you don't give a motivational speech, you will not win above the area contest. Indeed, the topics given to the contestants above the regional contest almost force the contestant to give a motivational speech.

As for club favoritism, I believe I had personal experience while a ballot counter for a division contest. One experienced judge suspiciously picked his club's representative as the best speaker and placed the eventual winner in last place. Unfortunately, his voting affected the outcome. His club's representative was named alternate. However, the true results came out at the next contest level when the speaker in question placed very low on the balloting.

Because of the bias toward subject and club favoritism shown in the past, I have elected not to participate in speech contests. And I admit I never expected an article of this type to ever be published in the organization's magazine. I applaud Mr. Kulberg for expressing his concerns and the editor for printing it.

Norman C. Franke
Richland, Washington

The sportscaster moved quickly to the side of the young athlete who had just won the 100 yard race in the Teen-Age Super Stars competition. "When did you first think you could win the race?" the man asked. "Breathing hard, the runner answered confidently, "I came out of the blocks well, so I knew I had a good chance."

The high school band director instructs his students: "Start on the right end on the right note and the conductor will take care of itself."

The flight instructor always emphasizes to the student pilot the importance of take-offs and landings. Students aren't permitted to solo until they are competent in both.

Like the athlete, the musician and the actor, the way a speaker starts is of extreme importance. We usually give a great deal of attention to the formal parts of a speech, but often don't address the "approach." Just as the approach is important to pole vaulters, divers, gymnasts and ski jumpers, so it is for speakers. Different situations, different audiences and different objectives call for different approaches.

The nine most common ways to start a talk are as follows:

- **Responding to the Toastmaster's Introduction.** A good introduction, perhaps even one you have written yourself, allows a variety of responses — responses you have thought through, planned and probably used before.

Responding to the introduction is a good way to warm up the audience and overcome the natural reticence which exists at the start of every speech. If you are planning to use humor in your speech, this is a good time to let your audience know you're expecting them to laugh, so they can relax and look forward to having a good time. On the other hand, an introduction that is too long, too short, too cute or just plain inaccurate needs a good response to get

you back on top of the situation. This is where some of those spontaneous ad libs that you've planned and practiced for weeks can save the day.

The introduction response also allows the audience time to settle down and get quiet so you won't be competing with other distractions.

Witty Beginnings

- **Humorous.** Although some speakers have convinced themselves they can't handle humor, almost every speaker can find some kind of humor effective. The secret is in finding humor that fits your style and with which you, the speaker, are comfortable. Even Bob Hope would have trouble if he tried to

From behind his back he swung a hammer and smashed the pitcher.

copy someone else's style. When the humorous opening is appropriate, it helps to establish rapport between the speaker and the audience. It neutralizes any "stuffed shirt" image the speaker may be transmitting. It also shows the audience that the speaker does not take himself or herself too seriously, making him or her easier for the listeners to accept.

- **Action.** Television dramas frequently open with action scenes. The reason is simple. The producers know they are competing with all the distractions of the average American household for the attention of a very fickle audience. Public speakers have a similar

problem. They are also competing for the attention of the audience, only their competition is the idle thoughts and ideas flickering through the minds of the audience. To capture attention, a wise speaker, like good drama, will open with action. The action opening begins with action words, pictures and colorful details. As the story unfolds, explanations, definitions and assertions fall naturally and unobtrusively into the narrative without risking the loss of the audience's attention.

- **Shocking Statement.** At a fund raising luncheon in New York, a speaker started his talk by saying, "Please look around you at the people sitting at your table. Next year at this time one of them will have fallen victim to the most vicious, heartless and relentless disease of our time." Needless to say, he had their attention. Given the natural lethargy of the normal audience, sometimes a shocking statement is an excellent start. It reaches out, almost physically grabs their attention and, if followed with an effective talk, refuses to let it go. A shocking starting statement also sensitizes the audience to a well-organized and moving presentation. It's a good beginning for a talk intended to get action.

- **Illustrative.** Nothing gets a child's attention like those words, "Once upon a time . . ." For adults the magic words vary. They can be, "I'll never forget the time . . ." or any variation of the phrase that indicates a story follows. People like to think in pictures and the greatest communicators of all times used stories to make their points. Lincoln used anecdotes. Aesop had his fables and even Uncle Remus made his points with stories. People like stories and as soon as they recognize the story format in your opening remarks, they'll become quiet and attentive. It's usually a good idea to start with a short story or illustration since a story that takes up one half or more of your speaking time and

THE RIGHT FOOT

by Dale O. Ferrier

How you begin your speech often determines its success.

Club Briefing Seminars Enrich Fellow Workers

Looking for a way to promote your Toastmaster club while increasing the personal effectiveness of your colleagues? The Kittyhawk Toastmaster Club 1108-40 recently sponsored an Effective Briefing Seminar for employees in the Flight Dynamics Laboratory at Wright-Patterson Air Force Base, Dayton, Ohio. The program provided useful speaking experiences for current members and created a greater awareness of the Toastmasters program in the community.

The program consisted of two parts — a two-hour lecture titled "Preparing and Presenting Effective Technical Briefings to Management" and a three-hour practicum for the seminar students.

The lectures were delivered by experienced Toastmasters members. Topics covered included audience analysis, outlining, platform presences, delivery, content selection, organization, introductions, conclusions and anticipating and answering questions.

The second part of the seminar gave the students the opportunity to utilize the information presented in the lectures. Each student's presentation was evaluated and group discussion followed.

The seminar generated such enthusiasm for the Kittyhawk Toastmaster Club that they plan to offer the seminar again to other Wright-Patterson Air Force Base personnel.

Boosting Attendance At Club Officer Training Sessions

Past District 18 Governor Richard B. Pyra has a new idea to encourage and reward attendance at club officer training sessions.

Pyra printed a certificate of participation for every Toastmaster who signed the roster at the training sessions. The certificate was signed by the district governor and educational Lt. governor.

Certificates were presented to the club president at the district's Club President's Breakfast. The club presidents then presented the certificates to the appropriate members at subsequent club meetings, giving additional recognition to those who attended the training sessions.

"It's a great success," Pyra reported. "Those who failed to sign the roster let us know in a hurry that they were indeed in attendance but for some reason just didn't sign in."

is less than successful can destroy your talk's effectiveness. A short story that doesn't go over is a clue to the type of material your audience will accept, enabling you to adapt the remainder of your talk accordingly.

- **Audience Participation.** One of the quickest ways to stimulate the interest and attention of the audience is to get them involved. Professional speaker Art Fettig involves the audience in some way during the first two or three minutes of his talk. Joel Weldon, Brian Dameier and others get the audience involved by tossing prizes to them. Charlie "Tremendous" Jones actually invades the audience and gets physical with some of its members. Speaker

Cavett Robert coaxes the audience into responding to his instructions, then plays a joke on them. They love it.

The easiest way to involve the audience is to just talk to them and expect them to respond to your questions. Be concerned with their physical comfort. Ask the people in the back row to hold up their hands if they can hear you. Give them a chance to move their chairs or stand up and stretch. Take a poll or give a quiz. Let your creativity loose and you will discover a number of ways to get your audience involved.

- **Gimmick.** The speaker at a college assembly strode from the wings to stage center, stopped and stood quietly looking at his audience. Suddenly from

behind his back he swung a hammer and smashed the pitcher of water atop the podium. Chris Hegarty sometimes opens his talks with two minutes of silence. Og Mandino opened a session of the 1980 National Speakers Association convention with a lighted candle and taped message in a darkened auditorium. Nick Carter likes to do a one-man rendition of his quartet called "The Ravens from the Peabody Hotel in Downtown Memphis."

Openings that use a gimmick can become a trademark of the speaker, but they can also be risky. Done in the wrong setting or with the wrong audience they can backfire and become more hindrance than help. A speaker should carefully choose and use gimmicks and practice them before using them in public.

- **Formal.** The formal opening should be used only for those occasions which demand it. Some speakers open every talk by addressing each dignitary in the room. Trying to be too proper in an informal setting only bores the audience and shows that the speaker is either nervous, poorly prepared or both. A formal opening for a formal occasion is appropriate and expected, though, and should be used. Just be sure to

Let your audience know you're expecting them to laugh.

observe proper protocol. Confer with one of the organization's officers for guidance or suggestions.

- **Off-the-Cuff.** Actually, this opening only appears off-the-cuff but has, in fact, been carefully prepared. Good examples are the old Perry Como and Dean Martin comedy routines which seemed impromptu, but in reality were well-rehearsed. But because the opening is so important to a speech's success, even impromptu openings should be planned. The speaker needs to be sure his opening remarks will capture the audience's attention and lead them into the speech.

Whichever method you use to open a speech, you should be comfortable and confident with it and it should help you be at your best from the start. If you want to finish on your feet and on balance, the right opening can help you start on the right foot. 🗣️



Dale O Ferrier, a businessman and public speaker, is a member of Eastern District 3293-11 in Fort Wayne, Indiana. He is also an instructor for Toastmasters International, Inc.

MAKE THEM LAUGH!

to Create And Use Humor In Speaking And Writing

is **how you say it, not just what you say!** Trying to learn how to say it by joke books is like trying to learn how to fly by reading travel brochures. You **read** how to say it, you **hear** how to say it. For example, on the tape "Timing," you'll hear the punchline of a joke four times in a row so that you can hear the pause in it that grabs the audience's attention. Then you hear the punchline again four times so that you can hear how the speaker leans down to the mike to increase the volume of it. Then you listen four times to his follow-up and how he starts to say it, but stops, so that he doesn't step on the audience's laughter. When your ears are trained to hear how to say it right, you understand timing and how to apply it to your jokes.

Smedley said, "We learn best in moments of enjoyment." In our performance oriented society, people want to laugh, they need to laugh. The more you simply tell a joke will open up more doors for you as a communicator than the amount of knowledge. People don't just buy knowledge, they buy knowledge with a personality. Regardless of your message, humor is one of the most powerful tools for selling you, the messenger. This comprehensive course features the top professional speakers and comedians showing you not only "what to say" but "how to say" it to make people laugh! It's time to get serious about being



BRIAN DAMEIER is a popular humorist known for his original clean humor. Besides his convention and banquet speaking, he teaches his "Make Them Laugh!" seminars throughout the United States and Canada. He has been a serious student for comedy for the last ten years and has written comedy for national television shows and performed as a stand-up comedian. During that time, he has had 1200 speaking engagements.

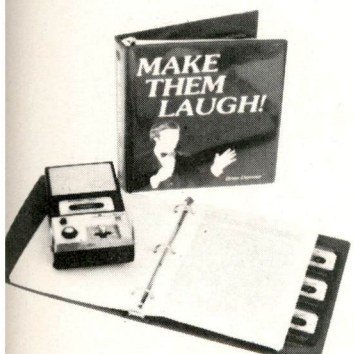
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"Brian, it's obvious that you've worked hard to make others laugh, but your ability to teach others how you can do it is a rare gift." **Margaret Stedt, Administrative Supervisor.**

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Speaker's insomnia can be cured by learning to control the body's natural sleep mechanisms.

Sleeping Well the Night Before a Speech

by Barney Flagg

The results of popping a sleeping pill on the night before a speech are like those of a solid left hook, with one exception — medically, the left hook is probably safer. What you are buying with a sleep-aid drug is a poor quality, unfulfilling and dangerous type of sleep which can lead to both addiction and a worsening of sleep problems. You need to understand your body's refusal to sleep and learn to cope with it not with drugs, but by natural, safe methods.

The "one-night" type of insomnia we encounter on speech eve is called situational insomnia" and usually disappears as soon as the event concerning takes place. This type of insomnia is used by stress factors acting on a speaker, such as the desires to perform and gain recognition, which, in moderation, are vital to maintaining a well-honed" speaking edge. These pressures, in excess, trigger sleeplessness. "Any event that brings on strong physical, intellectual or emotional demands," warns the Better Sleep Council, "will be draining and create the need for more sleep at the time that such circumstances typically cause a reduced ability to sleep."

Other Causes

Two problems especially troublesome to the speaker's sleep cycle are adjustments to unfamiliar sleep environments and jet-lag. Most people in jobs with frequent overnight travel report many more sleep disorders than non-travelers. Speaking engagement sched-

ules, often being geographically diverse, can cause the same problem.

Just entering your usual sleep area should make you slightly sleepy if you now sleep well and use the bedroom, as experts advise, for no other purpose like watching TV or doing paperwork. You have so often entered the room wanting and expecting to sleep that at the sight of it your body's sleep mechanisms begin to fire automatically. However, there are case studies of people who have had great difficulty in sleeping in their regular environment and who discover they sleep better in new surroundings. For

Just entering your usual sleep area should make you sleepy.

example, one college student who took an average of four hours to get to sleep at home dropped off to sleep immediately on an open mountain ledge during a climbing expedition. This happens by a negative type of conditioning that afflicts all insomniacs. The bed and its surroundings, because of so many previous failures at getting proper rest, become a signal to the body not to sleep.

The discomfort of jet-lag, or desynchronization, happens because our body's internal order is out of step with the outside world. Our rising and falling body rhythms interplay with the

rhythms of nature. When we jump over the time belts quickly to a place where the rhythms are at a different setting we suffer headaches, fatigue, loss of appetite, burning eyes and depression until we establish a new equilibrium. One recent newspaper report states that it can take as long as three weeks for our "biological clocks" to be reset. Some of the work done by Dr. William Dement, a renowned California research in sleep problems, has established that jet lag symptoms increase proportionately with age and that people traveling alone suffer more jet-lag insomnia than those traveling in groups.

The best correction you can make to offset jet-lag is documented in Richard Trubo's "How to Get a Good Night's Sleep." The idea is to get yourself in sync with the rhythms of the destination either by arriving there at least one to three days before your speaking engagement, or by putting your eating, sleeping and working hour cycles on destination time at least one to three days before you leave. Many air-active destination cities have begun to establish "time-lock hotels" which feature meal schedules and light and sound control so that travelers can maintain their "home base" body time. Russian pilots in Cuba live in "time-lock" dwellings.

Overcoming Insomnia

Your ability to sleep soundly, with few awakenings, and rise refreshed and eager for the day's challenges rests

ultimately on being able to control your sleep and your ability to relax. This idea is illustrated by a story about author Mark Twain, a notorious insomniac. On an overnight stay at the home of a friend, Twain had more than his normal amount of trouble getting to sleep. He spent much time pacing the floor and cursing because he was unable to open the bedroom window for the fresh air "he had to have to sleep at all." After much tossing and turning, Twain hurled his shoe at the window. With relief he listened to the breaking glass, took a deep breath and fell asleep. The next morning he learned that his mis-aimed shoe broke only the glass of a nearby bookcase.

Instead of reacting to our sleeping environment, as Twain did, we should learn to control it. Sleep studies have revealed certain activities, food and materials we should avoid or seek out in order to sleep better. Things to stay away from in the late evening include:

- Coffee, tea, chocolate and cola. These substances are stimulating because of their high caffeine content.

- Stirring novels, controversial editorials and stimulating late night guests. These experiences cause excited thinking which prevent the brain from slowing down.

- Excessive alcohol. Heavy drinkers experience many awakenings during the night.

- Excessive exercise.

- Naps.

- Tobacco. Heavy smokers are often wakened by nicotine withdrawal. Smoke as few cigarettes as possible the night before a speech, and every night if you can.

- Early retirement. Do not retire early because you think you should. Worrisome hours of "trying to sleep" is, as Mark Twain learned, one of the most fruitless and disruptive pre-sleep activities you can experience. Wait for sleepiness to arrive. If more than fifteen minutes elapse after you go to bed and you still are not asleep, leave the bed and the bedroom, if possible. Take a walk or engage in some single-dimension task like painting or knitting.

- Tight, binding clothes that decrease circulation.

- Salt. Dr. Michael M. Miller of Washington D.C. has reduced sleep problems by cutting the amount of salt in the diets of patients. There seems to be a correlation between balancing the body's natural substances and reducing foreign substances in the body.

Relaxation Techniques

To make your sleep environment relaxing and to learn to control and stimulate your own body's natural sleep mechanisms, try the following sleep-inducing ideas:

- Control the light, sound and temperature of your sleeping environment.

The ideal sleep temperature is between 60 and 64 degrees. The room should be quiet and darkened.

- Take whatever actions needed to promote your own feeling of security, such as locking doors and windows. Scientists have learned that we purposely do not shut down the protective alarm system of hearing until the third stage of sleep. Studies of animal sleep behavior by Dr. Hartmann and several others show that different sleep lengths and depths occur in animals to the extent that they feel threatened by their surroundings. Animals of prey like rabbits and deer are light sleepers of short length. Eagles, lions and gorillas, on the other hand, sleep long and very soundly. Even if we feel intellectually safe, the mechanisms in our bodies which both retard and bring on sleep will react automatically to the security of our environment.

- Check out the bed structure and surface to make sure it is firm, roomy, comfortable and free of lumps.

- Stare at sleep-inducing colors. Only a small amount of data is available on tying sleepiness to certain colors, but what is known is impressive. Scandanavian physicist Oscar Brunler has proven that pale blues and greens

The nervous system will relax when you stare at these colors.

have a sedating effect on the nervous system, while deep reds and oranges prolong getting to sleep. In another study conducted by psychologists in the New York penal system, pink walls and fixtures greatly reduced the excitation of violent inductees. Weight lifters, asked to lift similar amounts of weights after staring at large, different colored boards, were weakest after exposure to pink and strongest after looking at both deep red and royal blue. Furnish your bedroom with a sleep-inducing decor and carry a 10" x 20" card of the proper color when away from home. The nervous system will relax on its own when you stare at these colors for just a few minutes.

- Establish a set of regular pre-sleep rituals (brushing teeth, setting a glass of water on the night table, etc.), using the same ones at home or away.

- Take a warm bath or shower before going to bed to relax your muscles.

- Drink a glass of warm milk. Because of its high concentration of an amino acid called L-tryptophan, warm milk is effective in triggering the chemical sleep process. Most sleep experts promote this substance as a natural sedative, which is now available in tablet form and is also found in high

concentrations in cashews, tuna, beans, cottage cheese, eggs, chicken, turkey.

- Read the Bible. It is apparent accident that the Gideon bible is supplied in so many hotel rooms. For so disposed, religious reading has a calming effect.

- Have one alcoholic drink. A few ounces of wine or a small amount of liquor can help you fall asleep.

- Exercise moderately. The Better Sleep Council claims light exertion sleep-inducing. Exercise should be at bedside in loose clothing and for brief period.

- Forget about tomorrow's problem. Your defenses are weakened and your ability to put events and feelings in perspective is lost at bedtime. Try not think of tomorrow's events.

- Relax. Of the many techniques proposed for pre-sleep relaxation, are the more popular:

Deep Breathing. Lie on your back, closed, and take three deep breaths holding each breath for as long as possible. Exhale, keeping lungs as empty as possible for as long as you can. This procedure, known as the Kelly method, accumulates carbon dioxide in the blood and slows down nerve and brain action. Repeat three in and three out breaths eight times.

Alternate nostril breathing. A variation of the traditional Yoga relaxation exercise, this method is highly effective. Sit up in bed, block either nostril with thumb and forefinger with mouth closed. Slowly inhale through one nostril, block it and exhale through the other. Reverse the process by inhaling through the still open nostril, closing and exhaling through the other. This procedure should bring on sleepiness in five to ten minutes.

Hypnosis. Self-hypnosis (auto suggestion) can be just as effective as hypnosis done by a professional. Repeat "I am going to sleep," and concentrate on heaviness of the limbs until sleepiness comes.

Tensing muscles. This system, called the Steinerohn method, involves tensing and suddenly relaxing several sets of muscles at a time for one-minute intervals. Tense and relax the arms, then toes, then chest and so on. The forehead, face and eyes are done separately. To relax the eyes, look far right for thirty seconds, then relax, look left, then relax, etc.

You will undoubtedly find a number of techniques effective for getting to sleep on the night before a speech. In practice, your success rate and degree of sleep control will produce the necessary confidence to sleep like the lion, making tomorrow's audience no more than your prey. 🐾

Barney Flagg is a free-lance writer based in Orlando, Florida.

Are rumors affecting your everyday activities?

Communicating With Rumors

by Vivian Buchan

Remember playing "Telephone" when you were a child, and giggling at the way a message became distorted as it was whispered into one ear and passed on to the next? But you wouldn't play that game today, would you? Well, you probably play it more than you realize when you communicate with rumors. And the rumor game just may be affecting your attitudes, actions and achievements more than you know.

Rumors are unverified pieces of

There's status in being someone in the know.

information from an uncertain source spread by word of mouth, in letters, over the telephone, in whispered confidences — even in the media.

Rumors are so prevalent — and so plausible — that most of us don't stop to consider how rumor mongers are communicating with us . . . and how we may be guilty of doing the same thing with others.

Have you ever decided to bypass a movie because someone said it was no good? Bought stocks or bonds because you heard a new product was going to

send the manufacturer's stock sky-high? Turned down a job interview because someone said the company was niggardly with promotions? Decided not to buy a car because someone said he'd heard it had defective brakes?

If you've ever made decisions like these, you may have been influenced by unfounded rumors based on hearsay.

Origins

People who spread rumors delight in the titillation that grows with each repetition. Remember how the rumor that Gerald Ford would be Ronald Reagan's running mate got started at the Republican convention in Detroit, spreading throughout the convention and into the media? Every time it was repeated, it gained credibility.

Sometimes the rumor creates the event. When Johnny Carson inaccurately told his TV audience there was a toilet paper shortage, so many people rushed to stock up, the hoarding actually created a shortage.

Rumors get started for all kinds of reasons — because there's status in being someone in the know, out of hostility or jealousy or from some repressed need. A rumor may help achieve a desire or even set standards of behavior. When Johnny wants to stay up until 10 p.m., he tries to convince his parents that his friend Tommy doesn't go to bed until then. And his teenage sister wails that *all* the girls are getting

new formal for the prom in hopes that the rumor will help her get the gown she wants.

Many people put as much faith in a rumor as they do in a doctor's prescription, which makes them not only gullible but dangerous. They love to spread rumors because they enjoy seeing the surprised expression on people's faces. Sometimes it's so much fun that if they don't hear enough rumors they just make up a few.

Are men as likely to spread rumors as women? Of course! Only they tend to pass on rumors about people they don't know well — sports figures, entertainment celebrities or politicians.

Women are more interested in rumors about friends and neighbors — people they know.

Some rumors spring up and die down

Men are as likely to spread rumors as women.

very quickly; others seem to hang on forever and gain strength with age. Rumors about such anxieties as health, death and disaster tend to flourish and gain validity as they are passed along.



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Unfortunately, a negative rumor lasts a positive one. That's why an erroneous statement in a newspaper remains in the reader's mind even after a retraction has been published.

Distorting the Facts

Rumors often become distorted because we tailor them to fit our own attitudes. Dr. Jack Levin demonstrates this when he whispered a little story to one of the female students in his Northwestern University sociology class. "Two girls and two boys went out in a boat," he said. "The boys couldn't swim, so when the boat tipped over the girls saved the boys."

The student was told to whisper the story to a classmate who in turn would whisper it to another until all the students had heard the story. The last one to receive the message was asked to repeat it. Here is what he said: "Two girls and two boys went out in a boat. The girls couldn't swim, so when the boat tipped over the boys saved the girls."

Levin explained: "Obviously, that's what society expects, so it's no wonder the rumor was distorted."

In another experiment, he printed fliers announcing a marriage to take place between two university students. He flooded the campus with them — the day *after* the nuptials were supposed to be held. A random sampling of 100 students revealed that 50 percent said they'd known about the marriage.

Twelve students reported attending the wedding and described in detail what the bride wore and how impressive the black limousines used by the bridal party were. Their observations were remarkable, since there had never been a wedding!

You're treading on dangerous ground when you communicate with rumors. Spreading defamatory or untruthful stories is a good way to make enemies. And you might end up in court. Good communication is not easy, but depending on rumor is irresponsible, and especially malicious. Rumors spread like brush fire because they're sensational. And because they add spice to sometimes humdrum days, we're as eager to hear them as others are to pass them along.

The next time someone says, "There's a rumor going around," keep in mind that a rumor is just that — a rumor. Be wary about believing it and even more wary about repeating it.



Vivian Buchan, a frequent contributor to *THE TOASTMASTER*, has published more than 400 articles in 75 publications. A resident of Iowa City, she is a former member of the faculty of the University of Iowa, where she taught expository writing, public speaking and literature.



THE POWER of the SPEAKER

by Hugh R. Taylor

Recently when addressing a meeting of a management association I happened upon the group's president, Milt Jones, pacing nervously in the hallway outside the meeting room, obviously in a state of agitation and anxiety. Concerned that something had gone wrong with the

scheduled program, I asked him what was the matter.

"Nothing," he replied. "I just get totally terrified before every business meeting. Getting up in front of an audience always gets me uptight."

I could understand some of Milt's anxiety. Even though I've been a public

speaker for years, I still get nervous before every speaking engagement. Although a little nervousness is good since it makes one more alert, panic like Milt's can be destructive. I used to experience it, too, until I'd started using power-analysis on myself and the group I'm going to address.

Power-analysis shows me how I stack up against my audience. Usually by the time I'm finished, I've convinced myself that everything will be fine. I believe the process can help put almost any speaker at ease.

Types of Power

Eight sources of power are available to everyone:

- **Positional power.** This power comes from the job or place which the individual occupies in the organization, group or relationship. Positional power is determined by the rules, regulations, agreements and charters, both explicit and implicit, which define the job, place or office.
- **Expertise power.** This power is based on an individual's background, experience, education and training. Expertise power is expressed through the ability to solve problems related to the area of knowledge and to provide information to others about the subject.
- **Charismatic power.** Derived from one's own personal charm and leader-

The group, in turn, had a great deal of influential power.

ship characteristics, charismatic power is limited more by how *others* perceive an individual than how he or she perceives himself or herself. Members of the group wish to be seen with and associated with a person who has charismatic power. A person with charismatic power can get others to follow without using authority or other sources of power.

- **Influential power.** This ability to exercise power through others is based on past associations, relationships and the individual's ability to provide or withhold rewards and payments.

- **Implied coercive power.** Implied coercive power enables one to cause action by others through the use of implied promises of punishment or the implied withholding of rewards.

- **Actual coercive power.** Implied coercive power is the ability to actually deprive others of rewards or to apply non-violent punishment.

- **The power of applied pressure.** This power is most commonly seen in the application of sanctions by one person or group against another person or group's will.

- **The power of raw force.** With this power one has the capacity to inflict financial, physical or psychological

damage on another person, group or object. Strikes, lock-outs, freeze-outs, fighting and willful destruction of property are examples of the power of raw force.

The total power held by an individual, group, organization or even a nation is determined by the amount of each individual power it has as well as the total of all the powers. One person may have greater positional power than another, but the second person, through the development of his or her expertise and charismatic powers, may be able to gain his or her ends by using those powers advantageously.

Before going into any potential problem situation, a person should always analyze the relative power involved. Where is the other person or group strongest? What sources can be utilized to off-set this power? How can a power struggle develop? What other person or group is available who might be able to lend power in weak areas?

The Speaker's Power

How can power analysis be applied in speaking situations? Let's look at Milt's case.

I asked Milt to forget his position as president of the organization and to concentrate on his phobia of speaking before a group. In this way we could focus our attention on his power as the "speaker" and not be sidetracked by the power he possessed as the leader of the management association.

Milt's positional power was strong. As the speaker he was the center of attention. He occupied the podium and the microphone and was the only one authorized to speak. He had control of the subject and, within reason, the length of time that the subject was to be addressed. He was the only one in the room with a clear view of all others. He could establish the ground rules for the proceedings. He could allow questions and/or contributions from the group during his presentation, or he could direct that inputs be withheld until the end. If he detected boredom or disagreement in his audience, he had the authority to deal with those reactions directly, either by confronting the people demonstrating them or through a change of pace or approach. He had total control of both timing and format and was free to use any means he desired to illustrate a point or bring it home.

Milt discovered he had more expertise power than he had thought. Whenever he was to speak on a particular subject, he spent a great deal of time in preparation. As a result, he probably knew more than anyone else in the

group about that particular subject or at least as much as most. He was always certain of his facts. Through training in public speaking and education in English and logic, he knew how to put his facts and background material together in a clear, cohesive manner. Because he wrote his own speeches and tried them out at home, he was the only one who knew the order of his presentations and how the point was to be made. He had also learned, through personal experience and observation of others, how to build his speeches to keep his audience's attention.

Milt admitted that he did have charismatic power. His leadership ability and his senses of humor and timing were respected by the group. Everyone knew that a speech by Milt would be informative and entertaining. They looked forward to his presentations. A great many of the others came to him for help and help when they were in the process of preparing presentations for themselves. After every speech he was always surrounded by members of the

Members wish to be seen with a person who has charismatic power.

group who complimented him, asked for more information, and in general wanted to be seen with him and associated with him. His friendly manner and ability to inspire the group allowed him to command their attention. In fact, he admitted, people wanted and expected him to be successful and, as a result, actually contributed to his success by helping him.

Because he was always willing to help others with their presentations and speeches, Milt's influential power was great. Nearly everyone in the organization felt that they owed him their loyalty and support during his time on the podium. They also knew that Milt recognized those who wanted to ask questions or make contributions based upon his observation of those who were paying attention and getting the message, regardless of whether or not they agreed with what he was saying. Recognition had become known as a way of rewarding those who remained alert during the speech.

But the group, in turn, had a great deal of influential power on Milt. They never failed to let him know how he was coming across and how his timing was working by the manner in which they reacted to him. Though he had

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group itself can be used to not only protect the speaker, but to physically eject those who would violently disrupt a meeting.

Based on the analysis, Milt is the most powerful person in the room when he is speaking. If he uses the first four powers with tact and sensitivity, Milt can actually enhance himself with their use over long periods of time. Use of the last four powers listed will probably accomplish more immediate results, but those results are generally short-lived. For instance, applied pressure and raw forces are usually effective only so long as they are applied. As soon as the user stops using it, the recipient will counter with like power. Unless the user is prepared to maintain the force, the power use on both sides will escalate and a violent struggle will result.

When appearing before a group as a speaker, chairperson, or group leader, confidence in and knowledge of one's relative power will usually suffice to avoid abuse. However, the speaker must be aware of the power of the group and its membership. Any attempt to go beyond the limits of power allowed by the group will cause imme-

mediate reactions and repercussions.

For example, a speaker may be considered to be an expert in one particular field, in which case, his or her expertise power is recognized and allowed. If that speaker ventures too far away from his or her area of knowledge, the balance can quickly shift. The group can become hostile and the speaker's power of expertise can collapse.

The effective speaker knows his or her power limitations and the power areas of the audience and makes certain that no invasion of power space takes place. Like Milt, once a speaker realizes all the power he or she does have, anxiety will decrease and confidence will increase. 🎤



Hugh R. Taylor is a management and organizational consultant in the Los Angeles area. He specializes in workshops and seminars in supervisory, management, and executive development and organizational development interventions in team building, group problem solving, and communications.

What kind of leader are you?

THE LASTING ASSETS OF LEADERSHIP

by O.A. Battista

Leadership is that evanescent quality whereby a person uses instinct, intuition, sympathy and tolerance to create a harmonious meshing of the best efforts of many different persons. It is also the most vital key to success in any field of endeavor today. Doors open and the paycheck goes to the person who can get results. A company's net profit usually has a direct relationship to its leadership.

Over the years, I have brushed shoulders with persons who possessed widely varying degrees of leadership ability. But in every case those who rated high as leaders showed the ability to get results through the efforts of other people.

One particularly successful man, Harry C., stands out in my mind. Harry

Harry also spends a lot of time asking questions.

performs magic feats each day as he coordinates, reconciles, evaluates and channels towards a common goal the energy, viewpoints and talents of each individual under his direction.

Just what are the qualities about Harry that make him such a model leader?

His most striking ability is the smoothness with which he is able to make himself inconspicuous in the background of his organization. On the surface this may seem almost contradictory, but to be an outstanding leader one must be able to take a back seat without losing control of the steering wheel.

Leader Harry reinforces his benevolent anonymity in many concrete ways. For example, he is deadly serious about

knowing his job inside out. He organizes his work schedule to avoid "high pressure" build-ups on his time.

Team Effort

Harry *works* at extracting ideas and suggestions from his group by bringing them together and then creating the environment they need to spark each other's mind. He also does everything he can to make the "team" rather than himself successful. In addition, he is a fanatic when it comes to doing or saying anything that will restrict the freedom of his co-workers to use their judgment or exercise discretion.

When Harry delegates authority to a specific person, he does so in such a clear-cut, 100 per cent manner that no one can possibly assume that such delegation of authority has any strings attached. He trusts people on the principle that those who do not measure up to the honor will soon expose themselves.

Harry also spends a lot of time asking questions; the answers to which I am quite certain he already knows.

Once he assigns a task to a person or persons, Harry avoids making decisions for them but steers them into his office for a conference the moment he senses that they are in trouble. He keeps tuned in to the feelings and actions of each person in the company, including the janitor, on the premise that one jagged tooth is all that is needed to strip a gear.

Unlike Harry, Bill M. is a remnant of the pre-depression and post-World War I era, when the strong-armed, "treat 'em tough, tell 'em as little as you can" head man ruled the business roost. The only reason Bill is making out at all today is because the business he runs is his own!

Bill expects his employees to accept unquestioningly whatever he says. "Do as I say, or you'll get the gate!" is one of his club expressions. He lacks the flexi-

bility needed in a good modern leader. He refuses to mold himself to the pattern of his organization, and is unable or unwilling to adjust to new trends, or problems.

Self-Assessment

Harry and Bill are good examples of the new and old images of leadership. The ability of leadership is, to be subtle in some respects, but we can assemble its basic elements in a few lessons. The following eleven questions identify leadership qualities. You may even want to go back over them periodically, especially when you may sense that your leadership abilities need sharpening.

• How well and how quickly are you able to restore calm after a crisis or effect a change without objections?

• Can you be "tough" without losing dignity, "hardheaded" yet kindhearted when the job MUST be done?

• Are you 100 per cent sold on the principle that your best means of winning recognition and advancement is in bending every effort toward getting recognition for your team as a whole?

• What kind of a rating would you give yourself if you honestly evaluate the willingness with which people followed your ideas, your advice, your orders?

• Can you honestly declare that your friendliness is not motivated by a hidden desire to "manipulate" others to your own personal advantage?

• Do you understand fully how leadership can be accomplished by the "scare" technique, the "bully" approach?

• Do you prefer to command by persuasion rather than by edict?

• Do you ever hesitate to utilize all the human resources available in your organization to help solve your problems for fear you may dilute credit that might otherwise be given to you?

• Can you accurately list the skills and the experience of each person with whom you work?

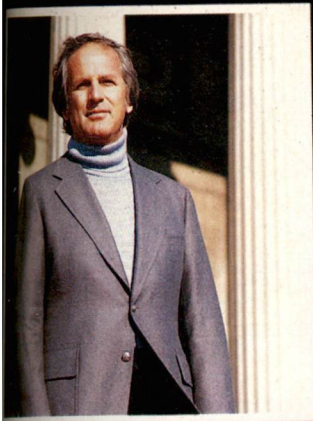
• How successfully can you untangle a disagreement without leaving any traces of bitterness or resentment?

• Do you demand as much personal growth and development on your part as you expect of others who must report to you?

Now that you've read about Harry and Bill and asked yourself these questions, ask yourself two more: What am I going to have to do to become the kind of leader I am capable of becoming? When am I going to start? 🎤

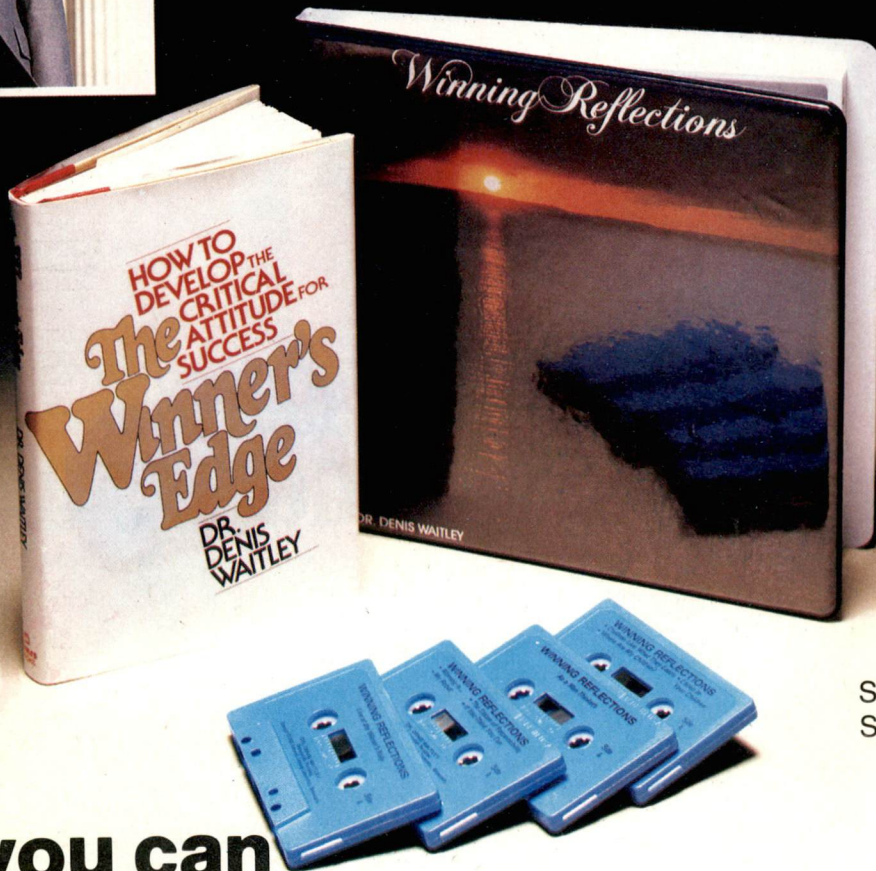


O.A. Battista is a freelance science writer based in Fort Worth, Texas.



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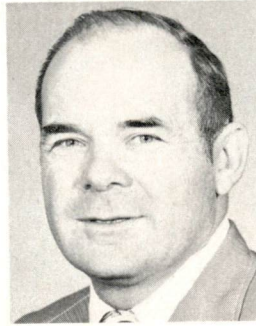
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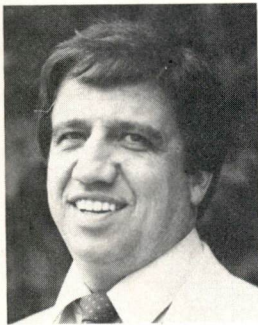
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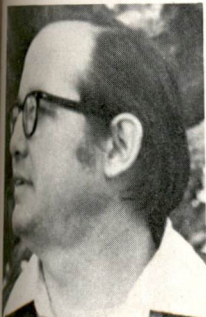
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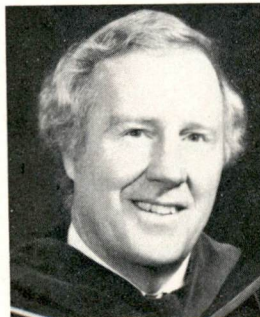
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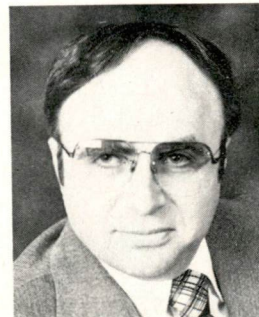
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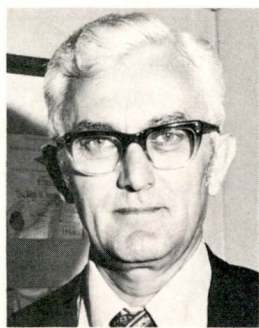
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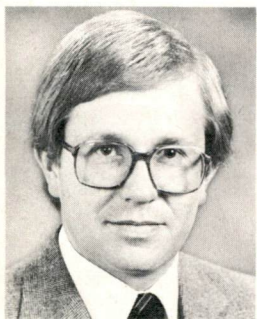
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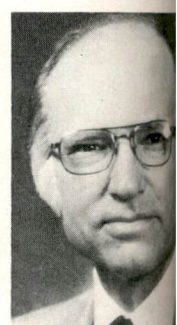
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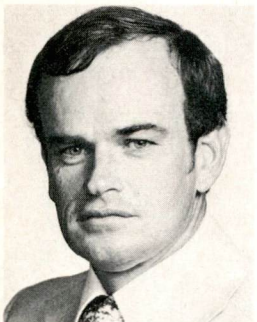
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71. GERALD KEEN
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72. TERRY BELLAMY, ATM
Lower Hutt, New Zealand



73P. MARY M. SCOTT
Frankston, Victoria, Aust

Influence Your Audience

(Whether They Like It Or Not!)

by Michael W. Fedo

While all speeches are goal-oriented, perhaps the most difficult goal to achieve is the one that seeks to persuade an audience to accept the speaker's point of view on a particular issue.

Though organizational and delivery principles remain the same for the persuasive speech as for other types of speeches, the speaker in this situation is battling for a degree of influence within the minds of his listeners. And intelligent listeners are not easily persuaded.

Show Me!

Audiences today are often skeptical and many demand a "show me" approach before they will favorably react to a speaker's proposal.

For persuasion to occur, two important elements must be present in the speech. These are emotion and logic. Successfully incorporating these elements into a speech, however, is often easier said than done.

Perhaps by way of review it should be noted that emotion in a speech should arouse strong feelings, while logic appeals to the intellect. Although many speech textbooks purport to deal with the incorporation of emotion and logic into a speech, few are able to present discussions that offer real assistance to

the beginning speaker.

Emotional language is frequently couched in various appeals, but the textbooks often don't tell the speaker exactly how to apply emotional appeals in a specific manner.

Suppose your talk deals with urging city government to clean up a slum section of your town. You observe that 20,000 people live in a five-square block area of decrepit tenements, where garbage lies rotting and uncollected for days on end. You also say that there is a high crime rate and drugs are rampant. Have you painted the picture?

Merely citing these facts about the neighborhood might move some people — but not many. These vague approaches may, in fact, alienate a good many listeners whose reactions might well include: "So what? Serves them right. If they would get off their behinds and get a job, they wouldn't have to live like that." Or "I bet most of them collect welfare, sponging off the rest of us."

What you had hoped to be a correct and proper emotional appeal has failed because it hasn't dealt with any single characteristic that would undeniably move an audience toward sympathy.

If I were giving this address, I would

recognize the need for specificity. Audiences are nothing more than groups of individuals. In order to win audiences, you must first win the individual. And it is often difficult for any person to identify with percentages and vague statistics, or even words like "slum" and "crime." These connote different images to different people. The speaker must work at getting everyone in his or her audience to receive the same image.

Does this following example work any better? "Amy is a typical four-year-old, full of curiosity, laughter and mischief. But below her right eye is a frightful, livid scar about two inches long. Last week, while napping in her bed, she was bitten by a rat."

Something happens here. First, the emotional approach is specific. Few of us would not recoil with horror at the image of a young child being severely bitten by a rat. Second, we would probably deduce at this point that such a tragedy would take place in a slum. The speaker might then go on citing statistics on crime, broken homes, population or whatever; but he is more sure of success in the end because the emotional approach was specific.

While we often sustain audience

DARE TO SHARE!

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This contest applies only to individual new members who join existing clubs. New, dual and reinstated members count, but transfers and charter members do not. For the sponsor to receive credit, his or her name must appear legibly on the Application for Membership (Form 400); no changes may be made after the application is submitted. The new member must join during 1981, and the application must reach World Headquarters no later than December 31, 1981.

Complete contest rules can be obtained at no charge from World Headquarters, request the Annual Membership Program Flyer (1620).

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Select any three manuals at no charge when you submit your CTM application to World Headquarters. Additional manuals are \$1.50 each, plus 20% for postage and handling. California residents add 6% sales tax.

interest and involvement in our speeches through emotional appeals, we cannot expect to solely rely on these appeals to carry us "pell-mell" toward our desired conclusion.

A number of years ago I heard a speaker supporting a candidate for a major political office tell a television audience that his candidate had, after the signing of the Korean Armistice, spent his own time and money ferrying returning servicemen from San Diego to their hometowns in time for the holidays.

The speech was powerfully emotional, but the critical listener had to ask himself: "Does this decent action qualify an individual to hold high public office?" Coupled with other attributes, it might help; but based on this speaker's argument, we could not logically agree with him. He chose to overlook the important ingredient in the persuasive process — logic.

More than any other speech, the persuasive speech must make an appeal to the intelligence of the audiences. To omit this is to insult your listeners.

Examine Your Subject

Perhaps one of the most efficient means of utilizing logic is to thoroughly research the subject. Let's examine the controversial subject of nuclear power plants.

Suppose you, as a layman, support the need for such establishments, pointing out that such plants mean more and cheaper energy for all of us. But your skeptical audience wants to know how you can be certain of these assertions. What proof do you have? Since you are not a nuclear scientist, why should they simply accept your word on this issue? Have you talked with engineers? Have you read environmental impact statements? Furthermore, what do you know about the potential hazards of such plants to human life? If you are unable to answer hard questions similar to these, you will not succeed in your attempt to persuade your audience.

A good rule of thumb in a persuasive setting is to know the opposition's arguments as well as your own. It is often wise, too, to introduce opposing arguments into your speech and try to blunt them, or minimize their impact. This is an especially good approach when the subject is of high controversy, or well-known to the audience.

A while back, a student in one of my college classes selected the topic of whether or not our city should build a domed stadium to house professional baseball and football. The topic had been hotly debated in local media for months, with most public opinion running against the venture.

This student knew his coming out in favor of the proposal would run counter to the thinking of most in the audience, so he organized his speech by refuting,

one by one, several important points raised by those opposed to the stadium.

The young man did not deny that the project would prove an enormous expense. However, he pointed out that the city's professional teams left this area bereft of adequate facilities, the city was poorer by "X" million dollars. He said that a study by a downtown business council showed that if the city went to the left, a certain number of motel and restaurants could go out of business as well as a number of parking lots. He showed a frightening picture of a "domino effect" on businesses that might cost well over a thousand dollars.

He built a strong case in this area because he supported it — and because he was effectively able to nullify the arguments of those opposed to his proposal.

His appeal was both logical and emotional. Since we all could identify with the loss of jobs in a tight economy, the audience consequently came to his point of view.

Perhaps central to this article is the idea that neither emotion nor logic themselves constitute an argument skillfully blended together, they are the concept of a well-organized, directed piece of persuasion.

The Human Qualities

Logically, the emotional thrust of a speech should be delivered early in the speech to grab listeners' attention. This can often be achieved through use of an anecdote similar to the example of the young man. From then on, weave in your data and factual material, the real basis of your argument, for your audience to dwell on. But don't stray too far from the emotional. Periodically try to bring the audience back with illustrative examples, even if they're hypothetical. These perpetuate the human quality of a speech. After all, you aren't talking about computers, and audiences can just so much data or statistics that their senses dull.

Your conclusions in persuasive speeches may also work with the emotional touch, leaving an impression on the audience to dwell on after the speech. Our speech about slums, we might wrap up by saying: "The responsibility is up to us to take action to guarantee no more nightmarish housing for little girls like Amy."

Logic is the very heart of your argument. But for emotion to be effective, it must be specific, creating the image in the minds of all. Audience hunger for clear reasons why they should be influenced by a speaker putting emotions and logic together, you cannot only develop arguments that are difficult to refute, but achieve your persuasive goals as well.

Michael W. Fedo is a freelance writer specializing in travel and education.

Giving Helpful Speech Evaluations

My fellow club members and I have trouble giving good, constructive evaluations. Our evaluations are so negative that they discourage the speaker or so obviously whitewashed that they are of no value. What can we do to make evaluating easier and still offer the speaker constructive but encouraging criticism?

The first step towards becoming an efficient and effective evaluator starts with reading the assignment so that you know the assignment as well as, not better than, the speaker. Any person asked to evaluate a speaker without knowing the assignment is at a disadvantage. And so is the speaker — he expects and deserves the courtesy of a prepared evaluator. The evaluator does a better job when he or she knows what is expected of the speaker.

After you read the manual assignment and understand what the speaker is going to do, make a list on the left hand side of a sheet of paper of the assignment's special requirements. To this list add those evaluation questions listed in the manual for that speech and any other matters the speaker should be taking into account, such as vocal variety, the opening, body and conclusion of the speech, its effectiveness and the impact on the audience. Also add any items the speaker has requested or that you believe would assist the speaker. It really doesn't matter how many headings you have made on the paper. Draw a line down the center of the paper, leaving the right hand side of the paper open for your comments.

Now listen carefully to the speech. As the speaker carries out his assignment, note on the paper your opinion about each heading. You may find you have no comment for some of them. Don't worry — leave it blank. With a list of about twenty headings, you may finish with ten comments which are favorable, two with no comment and eight headings where improvements could be made.

After the speaker has finished, look through your list and the comments you've noted. Mark the four or five headings which, in your opinion, made the greatest favorable impact on you. Mark two points which you believe need improvement. You have now reduced your twenty headings to five good

points and two points of recommendation. With five good points and two recommendations, you have all the ingredients required for a good evaluation.

When presenting your evaluation, first give the speaker two or three of the points that impressed you. Follow this with two recommendations and finish the speech with the last two items that impressed you. You will have commended, recommended and commended again — and that will prove to be an effective evaluation!

You will have given the speaker a boost by your opening, given him or her one or two items to think about and improve and left him or her with the warm glow of your congratulatory remarks in your conclusion.

Remember, in the manuals provided by Toastmasters International, a speaker will, if he completes the assignments, give over thirty speeches. In that time he will receive about sixty recommendations related to effective speaking. If any speaker makes nearly sixty improvements in his speaking abilities, he will probably be a very good speaker.

These speech evaluation suggestions have been provided by Derek J. Waite, DTM, a member of Timaru Club 3474-72 in Timaru, New Zealand.

Publicizing Club Events

Q *As our new club's administrative vice president, I'm in charge of publicizing our club's activities. Can you give me some tips on writing press releases?*

A First you must decide what club events would be of interest to people other than Toastmasters.

For example, if your club is hosting an area, division or district speech contest, the public may want to attend and hear the best of your speakers. To get the media to publicize or even cover the event, you should mail the local newspapers, radio and television stations news releases announcing the event.

Your news release should contain the five Ws — who, what, where, when and why. Who is sponsoring the event? What is special about the event? When will it occur? Where will it be held? If it is a dinner, say so, and include the serving time and cost. Are tickets available at the door or are reservations needed? If so,

who should be called? Finally, *why* should the public come?

Your news release should be triple spaced, for easier editing, and typed. Include your full first and last name, address and phone number at the top so they can contact you if they have a question. Before you send it, double check for all necessary information and correct the spelling of any names. Do not use abbreviations, since you may be the only one who knows what they mean. Be sure to mail your release at least 10 days prior to the event. *Never* attempt to telephone your news to the news media. It will fall on deaf ears.

If you send a photograph with your release, be sure to identify all of the subjects with full names on the back of the photograph (but don't write with a ball point pen. You'll ruin the surface).

It's a good idea to send not only releases announcing upcoming events, but also to send follow-up releases after the event has happened. The post-release should give any results of the event in the five-W format. You may also want to include a 5 x 7 black and white glossy photograph taken during the event for newspapers. Keep in mind that newspapers want action photos of news value, not just pictures of Joe and Tom shaking hands.

Other club events might be newsworthy too. How about a story on your club's Youth Leadership program? Your news release will help inform the public about your club's involvement in community and youth activity. Remember, general human interest is the key element the news media want.

Don't be discouraged if your news release isn't used or the media don't cover the event. Time, space and competition may have prevented it. Keep trying. Remember, it is the value of the news, the gimmick and the unusual that will get you that two column article with pictures.

These publicity tips have been provided by Patricia Floyd, president of Deerfield Beach Club 3299-47 in Boca Raton, Florida.

Send your questions to Toastmasters International, Publications Department, 2200 N. Grand Ave., P.O. Box 10400, Santa Ana, CA 92711, Attention: Speakers Forum. Please send your name, address and club and district number with your question. —Ed.

SILENCE:

The Golden Link in Communications

by Doug Ward



"Silence is golden" is a term of ancient and obscure origin. What the author had in mind when he composed those words probably lost forever.

Today, "silence is golden" could be uttered by a business person setting into a hot tub after a day of ringing telephones and organizational confusion by an exhausted parent after 14 straight hours of childish conversation and "why" questions. But there is more to silence than just peace and quiet.

Whether you are a business person, a parent or are involved in any one of a thousand other occupations, if you

The discomfort caused by silence is enough to make a customer say

with people you will benefit from understanding and use of silence.

Silence can convey several messages: understanding, agreement, anger, hostility, interest, sympathy. However, to be effective as a message, silence must have a modifier. Modifiers are provided by the appearance and demeanor of the person sending the message.

Nearly all of us have encountered silence along with folded arms, rigid posture, and stoney gaze. The message, of course, is anger, hostility or, perhaps, "I'm hurt."

In the boss's office if silence is accompanied by the shuffling of paper, wiggling of the chair, restless hand movements and uncertain eye contact, the message is, "I'm distracted. I'm not listening. You want my attention you must speak harder or get into an area of interest." Or the message may be, "Your timing is wrong. There are more important things going on now." Or, "I received your message. Stop talking. Go away."

Silence that comes with good eye contact, attentive posture and en-

Used properly, silence can convey more than words.

ing gestures gives the message, "I'm listening. What you have to say is important. You have my respect." When you see a boy and girl enjoying silence with touching hands and long, lingering eye contact, you have witnessed a lovely and universal message carried by silence that requires no explanation.

times of grief and sorrow, silence conveys a message beyond the scope of words. For the bereaved, simply to be touched by or close to those who share the grief and sorrow means more than the greatest eloquence.

Obtaining Information

The other day I went into a restaurant for coffee with a friend. The place was busy and seats were hard to find. Suddenly a stranger invited us to share his table.

By the time we finished drinking coffee we knew a great deal about the man who was now our friend. We knew what business he was in, how his business was going, about his wife and children, the kind of house he lived in and where it was located, his opinion of various political figures, the effect of inflation on the community and how he was going to vote in the coming election. In addition, we had a good sense of him as a man being — his integrity, his values and his life's expectations. He made a sincere friend while gathering information through the use of silence and the pause.

If you want to obtain information from someone, simply listen. Don't try to formulate what you are going to say. That will take care of itself.

Listening allows your mind to concentrate on interpreting the messages sent by the other person — not the messages of words, but the messages being sent by eyes, hands and feet.

As listeners, we make the best use of ourselves through our observational senses — the sense of sight, hearing

and, occasionally, the sense of smell. Our minds are able to deal efficiently with the observational senses alone. But when we begin to talk these senses become less acute. Talking is a complex problem for our mind. The choice of words, their proper sequence, ideas, voice inflections and emphases, must all be coordinated and put in order. When our mouths are working, there is little energy left for the observational senses. So, if we are concerned with gathering information, we will do much better if we keep our talk at a minimum. A good open-ended question accompanied by silence, good eye contact

If you need to get the conversation going, try silence.

and attentive body posture is guaranteed to activate the vocal cords of anyone but the local cigar store Indian.

Cultural Obligations

If you need to get the conversation going or if you want to keep it going, try silence. Simply pause. Like a radio announcer, most of us can't stand dead air space. If you pause, the other person will feel obligated to talk. We are social creatures. We become uneasy with silence. We feel constrained to fill the void with some kind of conversation. The person skilled in the use of silence knows how to use this cultural conditioning to his or her advantage.

When you have a difficult question to ask, ask it, then remain silent. The person asked the question is culturally obligated to speak. It is their responsibility to break the silence. Even after the person answers the question remain silent. People tend to say first what they think the other person wants to hear. Your silence may give the other person an opportunity to say what he or she really thinks.

All successful salesmen know the effectiveness of a pause following the closing question of the sale. Frequently

the discomfort caused by the silence is enough to make an undecided customer say yes.

Parents, teachers and supervisors know that when they get an inadequate answer from someone in their charge, a pause will cause further reflection and perhaps a more accurate answer. The pause also emphasizes the gravity of the question under consideration.

A supervisor may end his negative critique of a subordinate's assignment by asking, "What do you think can be done about this?" and then pause. The resulting silence may do more to impress the subordinate with the importance of the assignment than any dialogue with the supervisor. In addition, the silence will cause the subordinate to think more and harder about the assignment than he or she has in the last several months.

Silence as leverage is useful in group situations. When the speaker wants to get everyone's attention after dinner or luncheon, just standing up and remaining silent will do it. Conversely, when a group leader wants discussion, sitting down and remaining silent will generate comments from the group.

Silence is great, whether used as a message sender or leverage. Obviously it can be used to damage, as in the "silent treatment" that is sometimes used to alienate a member of a group or to express anger in relationships. Silence can cause embarrassment and convey sarcasm. But, at its best, silence will improve communications. It will aid in gathering information, increase understanding and bring people together. Try it. 🗣️



A regulatory representative for General Telephone in Washington, Doug Ward also teaches management principles, communications and corporate finance.

How to expand your
knowledge and experience
all facets of life.

Enrichment Through Literature

by Peter Koh Soon Kwang
and Lily Chang Chee Yu

Every man who knows how to read has it in his power to magnify himself, to multiply the ways in which he exists, to make his life full, significant and interesting
—Aldous Huxley

What offers us the opportunity to sit in our own rooms while reaching out to the world itself; to travel through the wide span of years and generations; and become acquainted with life in all its various forms and situations? What allows us to penetrate into the psychological depths of being, to read human feelings, and understand and benefit from the complexities of human relationships?

The answer is a superb category of writing — literature.

Literature is distinguished from all other kinds of writing because of its qualities and artistic forms, mainly poetry, fiction and drama, although it may also be in ballad, autobiographical or travelogue forms.

The essence of literature is that it can embody human messages and moral truth. Literature gives us a multi-dimensional and cross-sectional portrait of life. As a form of art, its ultimate aim is the enrichment and refinement of our mind and senses.

Literature is one of the channels to expand our knowledge, for it is always dipped in cultural dyes and social and

geographical settings or is the product of a certain historical era or event.

Charles Dickens' books offer the readers a view of Victorian society and implications of emerging industrialization. James Clavell's *Shogun* is a window into the historical platform and ethnic culture of shogunate Japan. Though we may be reading the story of fictional people, the historical environment and social characteristics of the writer are always there and vividly reflected. We can then assimilate this information into our own historical, geographical and cultural understanding.

When we read literature, we are shared with the experiences of life. The substance is gathered from life itself, whether it be a man's or a woman's struggles for existence, and the joys and frustrations, or relationships with other beings.

Timeless Application

The truth of this statement can be seen in the works of all great writers. For example, Shakespeare is esteemed as the great writer and dramatist of his generation because the subjects of his works bear universal application and outlive all ages. They are genuine portraits of human deeds and emotions. His tragedies tell us what man is — an intelligent being with noble passions and high ideals, and that even the



Peter Koh Soon Kwang is president of the Toastmasters Club of Singapore 357-U in Singapore and a practicing lawyer and part-time lecturer of the National University of Singapore. He is also the author of two books.



Lily Chang Chee Yu is an English honors graduate of the University of Hong Kong and a director of Professional Publications Pte. Ltd. She is a member of the Toastmasters Club of Singapore 357-U.

rest among man is liable to make
akes and share destructive instincts
passions.
H. Lawrence said that "A novel is
right book of life." Through read-
literature, we encounter, feel for
benefit from the experiences of
ers and learn how their reactions to
changes and situations have led to
cess or failure. In this way we
ome better equipped to cope with
ms should they ever happen to us
ctivity. In this sense, one single life is
ched by many more life experi-
es. As S.F. Hayakama said, "In a very
sense, people who have read good
ature have lived more than people
cannot or will not read. It is not
that we have only one life to live; if
can read, we can live as many more
s and as many kinds as we wish."
Great writers are our best moral
thers, because unlike dogmatic
sophers and theologians, they
ch us through examples and per-
e us by beautiful language coupled
h refined thoughts. Truth, insight
philosophies of life are the imme-
e benefits we gain from literature.
*Time present and time past
are both perhaps present in time future
and time future contained in time past.*

**ur artistic taste is
efined and language
bility improved.**

ow T.S. Eliot can manipulate simple
ds to give us profound insight into
How these lines have led us to the
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ation of life and the totality of
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he perception and wisdom of great
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guide us in making resolutions or
ing solutions to human problems.
Emotional Experiences
e importance of literature in en-
ng our spiritual being was seen and
by the most famous contem-
y Chinese writer, Lu-Hsun. He
up his medical studies and took up
er as a writer because he felt that
eded to save the souls and en-
n the minds of his countrymen
gh popular literature. He began to
novels and essays in the language
nmon man and led his people away
their former ignorance and super-
us thoughts.
erature enriches our emotional
ncreases our sensitivity and makes
el more. It does so by evoking our
mentality and thoughts, as in
am Blake's stanza:
*this a holy thing to see
a rich and fruitful land,
bes reduced to misery,*
UST 1981


Fed with cold and usurous hands?

Here we are called to respond with our sentiments and concern over social injustices such as the extremities of wealth and poverty.

As our passion for literature develops, our artistic taste is refined and language ability improved. We find that writers speak our minds and express for us the feelings and ideas we have but cannot find words to express them. As Alexander Pope, an English poetic genius, said, in good poetry we should find "what often was thought but never so well expressed."

To encourage the pursuit of litera-

ture is by no means ignoring the importance of science and technology. However, science and technology alone cannot and will not make human life meaningful. Only when literature exists to tell us the humanitarian objectives of scientific progress and to provide for an aestheticism and balance in life is the essence of civilization maintained.

Remembering Mark Twain's observation that "The man who does not read good books has no advantage over the man who can't read them," we can recognize the immense treasury of knowledge and enrichment that literature affords. 



SPEAKER'S HUMOR WORKSHOP

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You will gain a special insight into professional speaking from one of the most successful full-time speakers on the North American continent. Dr. Jarvis has been featured at the past two Toastmasters International Conventions and is a former director of the National Speakers Association. He is a recipient of the prestigious "Mark Twain" Award presented for excellence in humor by the International Platform Association.

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S INTERNATIONAL

WELCOME VISITORS — Students participating in a Youth Leadership Program for the developmentally disabled gather in front of World Headquarters.

An Exceptional Youth Leadership Program

A group of special young adults recently toured World Headquarters.

The youth were participants in a Youth Leadership Program for developmentally disabled students enrolled in a class at the Whittier, California YMCA.

Rich Weiss of Fullerton Centennial Club 484-F led the program. Working with the students' teacher, Weiss structured the program around the students' abilities. Officers were appointed and the remaining students acted as assistants, giving each

student a chance to participate.

The students chose their own speech topics, addressing such subjects as "Why I Like America," "Why I Like California" and "The Future." Each meeting was highlighted with the presentation of trophies for best introduction, most improved speaker and best speech (Weiss proudly pointed out that every student won an award twice during the program). On graduation night the students performed before an audience of about 50 people. After the presentation students were given group and individual photographs taken during the event for a keepsake.

According to Weiss, the program was a success.

"The students' self-confidence increased," he reported. "The most any of the students had ever spoken for at any one time was 15 seconds to one minute. Because of my expressing confidence in their ability to structure and present a speech lasting for three minutes, they had no doubt they would be able to do so."

Apparently the students were impressed with the program and our organization, too. When they learned Toastmasters International's World Headquarters was nearby, they asked if they could visit it.

Feasts, Revelry Mark European Conference

The centuries-old walls of Germany's Weitenburg castle recently rang with new sounds of jousting and revelry when the Stuttgart Toastmasters Club 3658-U hosted the second European Conference.

Toastmasters from Holland, France, Switzerland, Austria, the United States of America and many parts of Germany gathered at the castle (now a hotel) in the dark forests of southern Germany for the two-day event.

In addition to consuming Swabian lunches and sumptuous dinners and sightseeing, participants fought in a Parliamentary Procedures Contest and the Area Governor's Speech Contest. Past International President Robert Blakeley, who made a special trip for the conference, also addressed the group. The gala weekend closed with music and dancing.



CONFERENCE OPENING — D.L. Constant, president of Stuttgart Toastmasters Club 3658-U, opens the second European Conference in Weitenburg castle.

Toastmasters European Continental Council invites Toastmasters everywhere to attend their upcoming conferences in Oberammergau, Germany and Paris, France.



FESTIVE CEREMONY — Club and government officials sit beneath a beautiful floral during the chartering ceremony for the new club, Quezon City, Republic of Philippines. Left to right: Jess O. Dy, chairman, NACOMPHIL; Romulo M. Villa, deputy commissioner of internal revenue; Ruben B. Ancheta, commissioner of internal revenue; Dionisio M. Herrera, president; Tomas C. Toledo, deputy commissioner of internal revenue; and Baby E. Luat, president, Tamaraw Toastmasters Club 116.

Club Chartering A Decorative Event

When the Bureau of Internal Revenue Toastmasters Club 2843 in Quezon City, Republic of Philippines, held its charter presentation ceremony in April, it was not an event to be missed.

Elaborate floral arrangements and greenery bedecked the hall of the Hotel Intercontinental, Makati Metro Manila, where government officials and club members gathered to celebrate the occasion. Philippine President Marcos and his wife bestowed letters of congratulations and their best wishes for the club's success.

To commemorate the event, the club printed a handsome 36-page booklet containing a brief history of the club's formation, letters of congratulations from government officials, photographs and biographies of club charter officers and members, and inspirational messages from club officers.

"My experience as a Revenue District Officer in the Bureau of Internal Revenue has convinced me of the necessity of more effective communication through public speaking," said Club President Dionisio M. Herrera. "Not because we want to improve others, but because we want to improve ourselves. By developing our latent skills in this area, we hope to develop ourselves into better public servants and better citizens of this Republic."

Hall of Fame

TM's

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

- Arnold L. Obert**
Ontario-Upland 1506-F, Ontario, CA
- Joseph Vail**
Sunny Valley 2169-F, Sunnymead, CA
- Norman J. Haddeman**
Westwinds 2436-F, West Covina, CA
- Frank Ortega**
Westwinds 2436-F, West Covina, CA
- Robert J. Stockinger**
Westwinds 2436-F, West Covina, CA
- Cliff Taki**
Westwinds 2436-F, West Covina, CA
- Wade Stagner**
Rockwell-Anaheim Bicentennial 3798-F, Anaheim, CA
- Sherine Ensor**
St. Louis County 1957-8, St. Louis, MO
- Walter Vonder Haar**
St. Louis County 1957-8, St. Louis, MO
- Tom Moeller**
Spokane 160-9, Spokane, WA
- Norma L. Simms**
Oklahoma City, OK
- Douglas D. Anderson**
Vancouver 59-21, Vancouver, B.C., Can
- Richard G. Oliver**
Warwick, RI
- Marcelle William May**
Visalia, CA
- Richard L. Baldwin**
Ventura, CA
- Robert D. Nowlin**
Ventura, CA
- Philip L. Pfersch**
Milwaukee, WI
- Charles Killian Worsley**
Washington, D.C.
- Peter L. Greenfield**
Washington, D.C.
- Marino M. Michetti**
Lakehurst, NJ
- Gene Kalbaugh**
Redding, CA
- Marcia L. Peters**
Sacramento, CA
- Bertram A. Baloun**
Cincinnati, OH
- Berry G. Shuttleworth**
Edmonton, Alta., Can

- George J. Andrews**
Southern Lights 3684-42, Edmonton, Alta., Can
- Alasdair J. Fergusson**
Palliser 3192-42, Calgary, Alta., Can
- Frank H. Tully**
Pan Am Management 1652-47, Miami, FL
- Andreas Papademetriou**
Deerfield Beach 3299-47, Deerfield Beach, FL
- R.P. Flis**
Towns of York 1609-60, Aurora-Newmarket, Ont., Can
- Jim Dale**
Brentwood 1673-63, Brentwood, TN
- Paul A. Jacobi**
Bellwood 3282-66, Richmond, VA
- Joy Augustesen**
Hornsby District 4140-70, Asquith, N.S.W., Aust
- Jack de Leeuw**
Hamilton 1893-72, Hamilton, NZ

ATM's

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

- Roland Crawford**
San Gabriel Valley 200-F, San Gabriel, CA
- Ananias T. Cruz**
Bechtel TM Unlimited 587-F, Norwalk, CA
- Jane Van den Bergh**
Speakeasies 841-F, West Covina, CA
- Donald E. Goddard, Jr.**
Westwinds 2436-F, West Covina, CA
- Richard Regalado, Jr.**
Bechtel 3589-F, Norwalk, CA
- John W. Graycarek**
Rockwell-Anaheim Bicentennial 3798-F, Anaheim, CA
- Raymond M. Wells**
Sweptwing 52-2, Renton, WA
- John E. Green**
Mun-E-Men 2732-2, Everett, WA
- Byron G. Payne**
Reddys 1820-3, Phoenix, AZ
- Linda Quan**
Demosthenes 1282-4, San Francisco, CA
- Ed Tregenza**
Steinbeck 1939-4, Salinas, CA
- John Raymond Fisher**
Chinatown 2296-4, San Francisco, CA
- James M. Habersaat**
Orbiters 2943-4, Sunnyvale, CA
- Leigh C. Overton**
Action 1885-5, San Diego, CA
- Clarence P. Hicks, Jr.**
Convair 3745-5, San Diego, CA
- Daniel R. Field**
Vikings 591-6, St. Paul, MN
- Warren H. Paulat**
Cascade 566-7, Eugene, OR
- Robert E. Boughton**
Gresham 783-7, Gresham, OR
- William E. Lawson**
PGE 3534-7, Portland, OR
- Batuk Modi**
Midpark 354-10, Middleburg Heights, OH
- Warren S. Sherman**
Pioneer 17-11, Indianapolis, IN
- Stanley D. Cole**
Fort Wayne 159-11, Fort Wayne, IN
- Patricia A. Dunn**
Evansville Number One 337-11, Evansville, IN
- Lorraine M. Rikke**
Checker Flag 2007-11, Indianapolis, IN
- John P. Lister**
Christopher 339-14, Atlanta, GA
- Stanley C. Morrison**
Gwinnett 833-14, Gwinnett County, GA
- William Ray Richardson II**
Brunswick 1411-14, Brunswick, GA
- John L. Pillsbury**
Rome 1844-14, Rome, GA
- Robert William Myers**
Breakfast 563-15, Pocatello, ID
- Cathy L. Riffin**
Noontimers 1345-18, Baltimore, MD
- James T. Wells**
Opportunity 451-19, Des Moines, IA
- Madison R. Crawford**
Desiderata 2667-19, Rock Island Arsenal, IL
- Lorna A. Malott**
Hillsboro 3055-20, Hillsboro, ND
- Sam Adame**
Lawrence 1814-22, Lawrence, KS
- Frances B. Harshaw**
Albuquerque 122-23, Albuquerque, NM
- Francis H. Dong**
Five Hills 4033-25, Copperas Cove, TX
- Carl M. Edstrom**
Rocky Flats 2626-26, Golden, CO
- Jack C. Kimble**
Gates 3413-26, Denver, CO
- Sterling Kay Carlow**
Jackson County 1871-29, Pascagoula, MS
- Lucy Ann Neblett**
Action 2519-29, Panama City, FL
- Robert L. Dea**
Researchers 2201-31, Bedford, MA
- Ronald B. Ross**
Christophers 157-33, Fresno, CA
- Midge Cameron Luciano**
Chatelaines 2918-33, Atwater, CA

Arlene L. McAdam
Uni Royal 2510-35, Eau Claire, WI

Evora Holliday McGlone
Belaborers 2221-36, Washington, D.C.

Aretha Jean Snyder
Germantown 2394-36, Germantown, MD

Eloy R. Villa
Navelex 3469-36, Arlington, VA

R. Lewis Bailey
Asherville 436-37, Asherville, NC

Richard C. O'Dowd
Twin City 1356-37, Winston-Salem, NC

Kenneth T. Carroll
Salisbury 2380-37, Salisbury, NC

Tony J. Hatcher
Reynolda 3380-37, Winston-Salem, NC

W. Russell Bruno
Wissahickon 1856-38, Ambler, PA

Duncan C. Lyle
Flying I 2134-39, Sacramento, CA

Arthur E. Scheer
Saad Sacs 2591-39, Sacramento, CA

Tom O'Connor
Yawn Patrol 1187-41, Sioux Falls, SD

Clyde O. Dixon
Twin Rivers 667-42, Calgary, Alta., Can

R.W. Heiny
Monday Morning 1557-44, Amarillo, TX

Robert J. Goldman
Portsmouth 1094-45, Portsmouth, NH

Normand A. Donohue
Lewiston & Auburn 1741-45, Lewiston, ME

William J. Mitchell
Cosmopolitans 2655-46, Whippany, NJ

Nelson Lees
Bryant Park 2895-46, New York City, NY

Robert J. Krajewski
Auburn-Opelika 2165-48, Auburn-Opelika, AL

Richard D. Sjoberg
MWD Watermasters 445-52, Los Angeles, CA

Ronald Dean Willard
USAA 181-56, San Antonio, TX

Carl P. Curry
High Noon 505-56, Houston, TX

Anthony H. Welch
Meridian 1220-60, Toronto, Ont., Can

Donald B. Milne
Metropolitan 2454-64, Winnipeg, Man., Can

John E. Hanscom
West End 2661-66, Richmond, VA

A.B.J. Spence
Waitakere 749-72, Auckland, NZ

John Louis Milliken
Mikasa 1727-U, Yokosuka, Japan

New Clubs

4544-F ISD
Anaheim, CA — Wed., 11:45 a.m., Carter Hawley Hale Stores, 1600 N. Kramer (520-1000).

4547-4 CTB/McGraw Hill
Monterey, CA — Wed., noon, CTB McGraw Hill, Del Monte Research Park (649-7791).

4548-4 GE Whiz
San Jose, CA — Thurs., noon, General Electric Co., NEBG, 175 Curtner Ave., Bldg. K, Rm 2100 (925-5516).

4558-4 Mission City Bilingual
Campbell, CA — Mon., 7:30 p.m., Los Pericas Restaurant, 33 S. Central Ave. (248-4672).

4555-5 NESEC
San Diego, CA — Wed., 11:30 a.m., Naval Electronic Systems Eng. Center, 4297 Pacific Hwy. (225-4698).

4556-5 Felicita
Escondido, CA — Wed., 7 a.m. Hidden Village Restaurant, 330 W. Felicita Parkway (745-2061).

4536-9 Marble Valley
Addy, WA — Thurs., noon, Northwest Alloys, Inc. (935-6300, x 343).

4549-11 WA-NEE
Nappanee, IN — Tues., 7 a.m., Roeder's Bakery, 108 W. Market St.

4552-11 Chief Munsey Sunrisers
Muncie, IN — Tues., 6:29 a.m., Wooden Nickel, 1601 Wheeling Ave. (284-5250).

4557-21 Fort Nelson
Fort Nelson, B.C., Can — Wed., 8 p.m., Polar Inn (774-6776).

4545-22 Allstate Five Star
Overland Park, KS — Tues., 7 a.m., Allstate Kansas City Regional Office, 10850 Lowell Ave. (967-5000).

4553-26 Loveland
Loveland, CO — Thurs., 6:45 a.m., All Saints Episcopal Church, 3448 N. Taft Ave. (667-8010).

4540-28 Shaw College Alumni Association
Detroit, MI — Wed., 5:30 p.m., Shaw College at Detroit, 7331 Woodward Ave. (873-7920).

4543-28 Veterans Administration
Ann Arbor, MI — Wed., noon, Veterans Administration Conference Room, 2215 Fuller Rd. (769-7100, x 387).

4554-29 Southern
Hattiesburg, MS — Wed., noon, University of Southern Mississippi (266-7375).

4560-30 World Book
Chicago, IL — Tues., noon, World Book-Childcraft International, Inc., Merchandise Mart Plaza.

4550-37 Carolina Executives
Location varies within North Carolina (765-1075).

4538-38 Cheyney
Cheyney, PA — Wed., 7 p.m., Bialy Hall, Cheyney State College (399-0991).

4551-40 Government
Cincinnati, OH — Tues., 5:30 p.m., NIC Taft Auditorium, 4676 Columbia Parkway (684-8323).

4546-43 ALCOA
Bauxite, AR — Thurs., 12:10 p.m., ALCO Headquarters (847-3763).

4541-47 Lake
Eustis, FL — Mon., Irene's Restaurant, Highway 441 (357-1400).

4539-56 Dresser Jawbreakers
Houston, TX — Tues., 11:45 a.m., Dresser Center Office Building, 10205 Westheimer Rd. (972-6642).

Anniversaries

30 Years
Columbus 959-40, Columbus, OH
Lubbock 884-44, Lubbock, TX
Greenville 964-58, Greenville, SC

25 Years
La Habra 2164-F, La Habra, CA
Solar 2183-5, San Diego, CA
Interior 2157-36, Washington, D.C.
Florence 1916-58, Florence, SC
Maracaibo 2123-U, Maracaibo, Venezuela

20 Years
Aero-Dynamic 3348-14, Robins AFB, GA
Chopawamsic 2635-36, Quantico, VA
We Bell-O 2246-40, Columbus, OH
Conquistadores 3356-56, Kelly AFB, TX

15 Years
Delaware 244-40, Delaware, OH
Turners 1264-65, Rochester, NY

10 Years
Terminal Island 2548-1, San Pedro, CA
Fairfax 1899-36, Fairfax, VA
Seafarers 2270-70, Newport, N.S.W., Australia
Clacton-On-Sea 883-71, Clacton-On-Sea, England

1981-82 District Governors

Classifieds

Adele Stagner, DTM, 13741 Hewes Ave., Santa Ana, CA 92705
Mary Ann Beckner, DTM, 8611 Village Rd. #3, Playa del Rey, CA 90291
William E. Strong, ATM, 2908 21st St., Everett, WA 98201
Art Nieto, 6053 N. 21st Dr., Phoenix, AZ 85015
Art Henderson, ATM, 4603 Royal Garden Pl., San Jose, CA 95136
Wicki D. Wood, DTM, 9897 Park Cres+ Ln., San Diego, CA 92124
Louis P. Novak, DTM, 3421 Roosevelt St., N.E., St. Anthony, MN 55418
Brian Barkman, ATM, 11215 N.E. 64th Ave., Vancouver, WA 98665
Calvin King, ATM, 1026 Tudor, East St. Louis, IL 62201
D. Roy Richards, Jr., DTM, 1013 S. Eleventh Ave., Yakima, WA 98902
Ben P. Supinski, ATM, 15874 Galemore Dr., Middleburg Hts., OH 44130
Ed Baum, DTM, 7070 Dean Rd., Indianapolis, IN 46220
Barbara B. Geyer, ATM, 1960 Crafton Blvd., Pittsburgh, PA 15205
Hollis C. Hurst, DTM, 2130 Roswell Rd., Smyrna, GA 30080
George R. Miller, ATM, 7289 S. Cypress Way, Salt Lake City, UT 84121
Tom McEvoy, DTM, P.O. Box 82782, Oklahoma City, OK 73148
Charles H. Rust, ATM, 2114 Highland Court, Bozeman, MT 59715
William H. Shryock, DTM, 9801 Michaels Way, Ellicott City, MD 21043
Mary R. Young, DTM, 212 Americana Ct., Apt. 36, Des Moines, IA 50314
Aaron Geller, ATM, 1339 6th Ave., South, Fargo, ND 58103
Jack Webster, ATM, 5008 Nixon Rd., R.R. #2, Summerland, B.C. Can V0H 1Z0
Millie Foley, DTM, Route #1, Box 77, Louisburg, KS 66053
Calcolm Charlton, 2819 Calle de Sonora, Santa Fe, MN 87501
Jeanie Keller, DTM, 9823 Park Dr., #16, Omaha, NE 68127
Bert Markwardt, ATM, 826 Sherbrook Dr., Richardson, TX 75080
Cecelia Cohn, ATM, 771 South Holly, Denver, CO 80222
Virginia M. Houser, ATM, 6201 Garden Rd. C-38, Maumee, OH 43537
Bill Stewart, ATM, 116 Dijon Dr., Slidell, LA 70458
Sherry Sala, ATM, 9400 Lotus, Skokie, IL 60077
Henry L. Donald, DTM, 41 Sylvan Rd., Chelmsford, MA 01824
Pat Marston, ATM, 317 East 18th, Olympia, WA 98501
Herb Nowlin, DTM, 1900 Fulmar, Ventura, CA 93003
Richard D. Seelig, DTM, 2422 W. Brantwood Ave., Milwaukee, WI 53209
Henry Harper, 3415 N. Vermont St., Arlington, VA 22207
David A. Roberts, 309 N. Zion St., Landis, NC 28088
Robert Ambrose, Sr., DTM, 416 Woodland Rd., Mt. Holly, NJ 08060
Arne Sampe, DTM, 9025 El Cajon Way, Sacramento, CA 95826
Virginia Kathryn Arbaugh, DTM, 3833 Charbonnett Ct., Columbus, OH 43227
Dick Ward, DTM, Box 1648, Rapid City, SD 57709
Richard P. Sydor, DTM, 928 Rundleside Dr. N.E., Calgary, Alta., Can T1Y 1E9
James O'Brien, ATM, 7554 Willey Rd., Germantown, TN 38138
Vance T. Bradford, ATM, 1109 Raleigh St., Plainview, TX 79076
E. Jean DeVigne, DTM, Rt. 1, Box 17, Waterbury Centre, VT 05677
James Friend, DTM, 31 Adams St., Edison, NJ 08820
Frank Tillman, DTM, 6836 Hyde Grove Ave., Jacksonville, FL 32221
Robert F. Akin, ATM, 601 Cedar Dr., Enterprise, AL 36330
Remy Riborozo, DTM, 204-D Hao St., Honolulu, HI 96821
Joachim W. Operskalski, DTM, 5219 Oceanview Blvd., La Canada, CA 91011
James E. Seale, 19 Lenora Dr., West Simsbury, CT 06092
James A. Allnut, 711 S. Main St., Sycamore, IL 60178
Sam Fowlkes, 9322 Ranchero, San Antonio, TX 78240
Thomas Farris, P.O. Box 1448, Alameda, CA 94501
Don Scott, DTM, 208 Huntington Dr., Anderson, SC 29621
Vince DaCosta, DTM, 17 Ferrah St., Unionville, Ont., Can L3R 1N4
Pauline Aboud, 558-4e Rue, Shawingan, Que., Can G9N 1G8
Eleanor Horndasch, ATM, 1005 Vinewood Dr., St. Joseph, MI 49085
Linda Allen, DTM, 6428 Bresslyn Court, Nashville, TN 37205
Joseph A. Fredette, DTM, 585 Elmhurst Rd., Winnipeg, Man., Can R3R 0V2
Nancy Ellen Scott, ATM, 180 Elmore Rd., Rochester, NY 14618
Suzanne Fountain, 333 Green St., #6C, Portsmouth, VA 23704
Richard C. Welch, ATM, 43 Osborne, Kenner, LA 70062
Colin McFarlane, 34 Endiandra St., Algester, Queens. 4115, Australia
Ken Rennie, DTM, 1 Donald St., Carlingford, N.S.W., New Zealand
Gerald Keen, 47 Melville Rd., Barnes, London, England SW13 4RH
Ferry Bellamy, ATM, 16 Willoughby St., Lower Hutt, New Zealand
Mary M. Scott, 10 Carolyn Ct., Frankston, Victoria 3199, Australia
Clive Kneale, P.O. Box 62253, Marshalltown 2107, South Africa

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1909



1840



1850



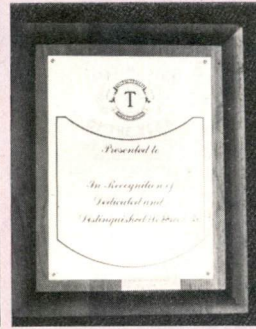
1854



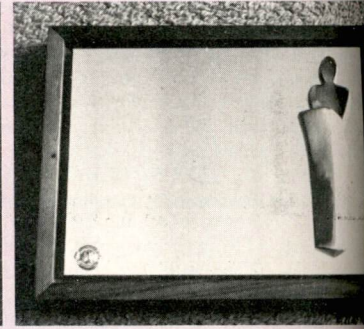
1872



1870



1874



1877

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