

July 1984

THE TOASTMASTER



Communications in the Corporate Setting

VIEWPOINT

Someday Is Now

All of us, either consciously or subconsciously, have ideals and goals that we hope to achieve within our profession or within our personal lives. Unfortunately, most of us also have a strong tendency to procrastinate—to put things off until some future time period that we call “someday.”



We sincerely believe that someday we will get completely organized and all caught up. Someday the right opportunity will come along and we will move up in our chosen career or pursue that entirely new business venture that we have thought about so much. Someday we will become the success that we know we have the potential to become. Someday we even may be that perfect parent or trusted friend. In short, someday we will paint our masterpiece and make our mark in life.

But while we are looking forward to that future period called someday, time passes us by. Too often we find ourselves looking for the fountain of youth so we can have a second chance. Unfortunately,

we can't turn back the clock and we must accept the fact that there is no fountain of youth.

It is hard at times to accept the fact that if we are to make our contribution—our mark in life—it is unlikely that we will do it on one glorious occasion. Rather, we will do it on a day-by-day basis and we will do it largely through our own initiative and within the environment that surrounds us. To a very large degree, we create our own opportunities.

This is the area where Toastmasters excel. They recognize there is no “quick fix” in developing valuable communication and leadership skills. The process of developing these skills is a gradual and continual one.

The message I have received over and over this year from my visits with corporate executives and individual Toastmasters is that Toastmasters training helps people not only move up in their careers but also helps them move up faster. There is no question in my mind, from my observations and personal experience, that a significant relationship exists between individuals who are Toastmasters and the rate at which they advance in their chosen careers. The reasons are obvious.

Besides the actual development of communication skills essential to success in almost all businesses, the development of self-confidence and interpersonal skills gives Toastmasters an edge in the business world. In addition, the very fact that members are investing in self-improvement is a clear signal to management and potential employers that these individuals aren't waiting for someone to bring opportunities to them but instead are creating their own opportunities. I believe in the old adage, “success occurs when preparation meets opportunity.”

People, especially Toastmasters, who create opportunities on a day-by-day basis rather than wait for opportunities to come to them are among the few who realize that someday is not an elusive time in the future—someday is now.

A handwritten signature in cursive script that reads "Eddie V. Dunn".

Eddie V. Dunn, DTM
International President

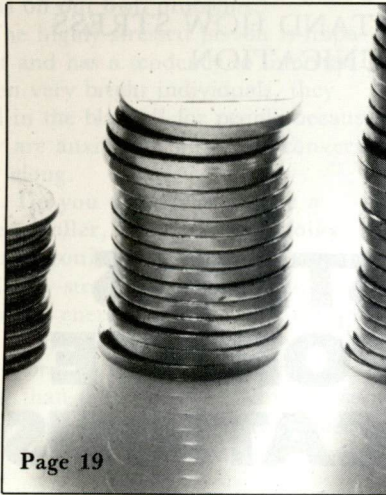
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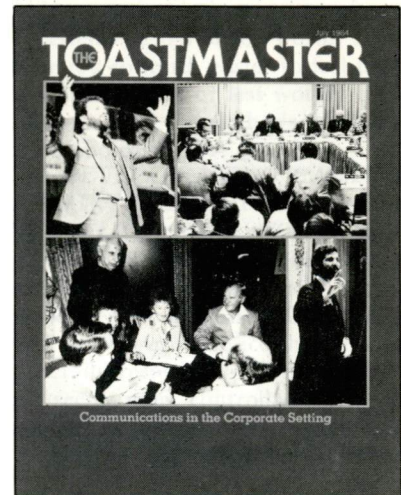
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Communications in the Corporate Setting

COVER

The corporate setting poses many unique communication problems ranging from interpersonal and small group interactions to community relations to written and audio-visual requirements. In this special issue we examine many of these challenges and present some techniques to help you become a more successful corporate communicator.

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CORPORATIONS ARE FILLED, CORRIDOR TO CORRIDOR, WITH STRESS. THIS FIVE-POINT QUIZ CAN HELP YOU UNDERSTAND HOW STRESS EFFECTS COMMUNICATION.

DEFUSE STRESS THE CORPORATE COMMUNICATIONS

TIME BOMB

by Nina Harris, DTM

Are you a walking time bomb? Recent research indicates that one in five Americans is operating under sufficient stress conditions to trigger major heart disease. How about you? What are the stressors affecting your performance? Just how do these stressors affect your ability to communicate effectively?

Take this simple five-point quiz. A "yes" response to any one of the questions may indicate a need for you to develop strategies for communicating more effectively under stress:

1. Do you catch yourself doing two or more things at once?

Harry was constantly frustrated with his boss. It seemed that every time Harry approached her about a project, she waved him into the office warmly, then as he talked, she proceeded to

answer the phone, doodle on her memo pad and comment to workers as they peeked around her office doorway. Harry consistently felt discounted and that his ideas and time weren't valuable.

Harry's boss could be a victim of "hurry sickness," a stress-related condition in which the victim works harder and faster and seems to have lost the ability to "let down," to relax and concentrate her attention on short periods of time.

2. Do people often accuse you of not paying attention?

Listening is difficult and is particularly difficult for stressed persons. One of the reasons we have problems listening is that we think at about 2000 words per minute and speak at about 150 per minute. So we have all sorts of "extra

thought time" in which to daydream, to second-guess the speaker's words, to focus on our own problems.

The highly-stressed person is impatient and has a tendency to interrupt. Often very bright individuals, they "fill in the blanks" for people because they are anxious to move the conversation along.

3. Do you wonder if you're a "steamroller," intimidating folks around you?

Highly-stressed people expend tremendous energy. Their speech is rapid-fire. In fact, often the last three or four words in their sentences are even faster than the first ones! As stress carriers, they are oblivious to the effect their high intensity has on those around

them. Other people have a hard time keeping up with their expectations.

John is a perfect example of a stress carrier. Highly dedicated to his job, he commits long hours to current projects. He is a believer in the creativity of his subordinates, so he is puzzled by the silence at the weekly staff meetings.

Typically at those meetings John calls everyone to order, presents the latest "scoop" from top management, then asks for reactions. Usually staff members acquiesce to John's ideas with little involvement of their own. Meetings end fairly rapidly and John leaves wondering why, even though he asked, no one volunteered new thoughts.

John is probably unaware that what he interprets as his enthusiasm for a project is misinterpreted by his staff. Afraid to "get a word in edgewise," they keep their suggestions to themselves and resolve to just "go with the program."

When John asks for feedback, he often doesn't realize that it takes time for thoughts to materialize. By the time someone is ready to speak, he's off and running on another subject.

4. In social situations do you often find yourself controlling conversational topics?

Highly-stressed folks, at a subconscious level, struggle with a fear of failure or of looking foolish. So control is very important to a highly-stressed person.

Often they will unconsciously maneuver conversations around to themes that are comfortable for them and then dominate the conversation. (Usually these themes are work-related!)

Sometimes you'll notice that these individuals will walk away from a conversation rather than commit the time to listen to another person's point of view.

5. Here's a sneaky question... Do you feel that none of these questions apply to you?

First of all, that could be very true. On the other hand, if you double-check with someone whose feedback you trust, you may find that one or more of the areas are traits that you've been denying you have. In fact, denial is a major defense used by highly-stressed persons! (That's an "I'm doing wonderful, but what's the matter with you" attitude!)

Mary's a perfect example. A talent-

ed businesswoman, she seems to be constantly involved with a million projects at once. Her enthusiasm carries over to others, she seems to be effective in her job and appears to truly love it.

However, every once in awhile, projects seem to backlog. Mary works longer and harder and finds that her physical and emotional health begin to suffer. Protests from her friends bring—you guessed it—heated denials from her and the statement that she can handle things perfectly well, thank you!

Sound familiar? What can you do to correct some of these behaviors? Here are just a few of the multitude of tips available to help you communicate in a more stress-free way!

• TAKE A DEEP BREATH. That's it—just like Grandma advised. A couple of slow, deep breaths "clear your head" by allowing oxygen to flow to your brain. They also slow your speech patterns from a rapid-fire rate to a more comfortable pace and lower your delivery voice. Stressed vocal chords have a tendency to squeak under pressure!

• WATCH YOUR WORDS. The average American sentence length is 15 to 17 words. That means your listener is subconsciously expecting to hear a sentence of moderate length. Shorter sentences can be perceived as aggressive, longer ones as nonassertive.

While we're on the topic of word-watching, note that since we are responsible for everything that we create in our lives this includes the words we choose and how we deliver them! I'll bet there isn't a reader that hasn't had to live with the regret of words deliver-

ed in anger, haste or impatience.

One of the difficulties is that when we're experiencing stress, we often also experience a loss of self-worth. In that state it's so much easier to feel powerless or defensive or less worthy than someone else...and that's when our word choice suffers!

• DEVELOP AND COMMIT TO A DAILY MEDITATIVE PRACTICE. Whether it's yoga, meditation, progressive relaxation or a walk at sunrise, the effects of a daily "time for myself" are cumulative. Over time you will begin to notice that you are generally responding more calmly, that life seems more controllable, that folks appear more responsive to you. (That's because, as Flip Wilson says, "What

you see is what you get!" Our world is a reflection of our inner thoughts!)

• PRACTICE THE MAGIC OF PAUSING. Play a little game with yourself. From now on, before you respond, take a one- to two-second break. Breathe deeply. And most importantly, ask yourself, "What is this person really saying to me? What is the meaning beyond his or her words?"

Empathy is a magical tool. It says, "I care about you as a person. I truly hear you." Empathy is strongly reflected in voice tone and tone is one of the first victims of stressed personality.

Finally, utilize your Toastmasters club as a place for you to practice stress-reduction behaviors. After all, one of the benefits of Toastmasters is that the organization is patterned after a corporate structure.

The skills you develop in Toastmastering transfer beautifully to your work setting. Here's a challenge to you: transform your communications style...practice life-enhancing and life-extending techniques for stress reduction...and detonate that bomb! Have a peaceful day! 🎤



Nina Harris, DTM, is an active member of Park Central Club 3527-3 in Phoenix, Arizona. She is Director of Nina Harris & Friends, a Tempe, Arizona, firm that provides communication consulting services to educational systems, private business and individuals.

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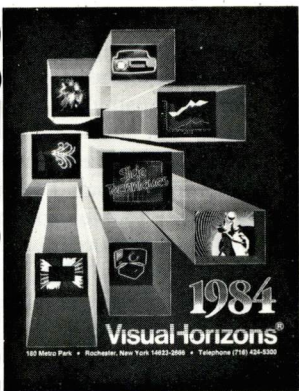
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Tips for Better Writing

Eliminate Clutter

Look out especially for these sources of clutter—

• **Phrases for function words/excess words**

No

in the event that
during the earlier time frame
with regards to
period of time
entirely complete

Yes

if
then
about
period
complete

• **Clauses for phrases**

Before: *Once the meeting had been completed, they were ready to make the changes that had been demanded.*

After: *After the meeting, they were ready to make the changes the sponsor demanded.*

• **Clauses for words**

Before: He doubted that the data *were the most timely that were available.*

After: He doubted the *timeliness* of the data.

• **Phrases and clauses for affixes**

Before: The tests were run *without a flaw.*

After: The tests were *flawless.*

Write with Verbs

Smothered verbs are good, strong, lively verbs that, unfortunately, are suffocating inside dull, dense nouns—usually inside phrases beginning with have, make, give, do. Instead, use active verbs that breathe:

Smothered

have an objection
have knowledge
have reservations

Breathing

object
know
doubt

Instead of "They cannot do a verification of the data until you make a decision about the new password..." write, "They cannot verify the data until you decide about the new password."

Avoid "Show-off" Words

Stop and ask yourself if words with three or more syllables can be replaced with simpler substitutes. (If you cannot substitute without hurting your meaning, then leave the longer word, of course.)

Before

implementation
commencement
finalization
interaction
application

After

start, use
start, beginning
end, finish
talks
task, job

Eliminate Unforgivable Sentence Errors

Of the many clumsy ways to write sentences, the following are among the most unforgivable:

• **The passive**

Before: Reports are printed cheaply by this device.

After: This device prints our reports cheaply.

• **The marathon: too many words**

Before: In the event that you cannot solve the problem by means of the table of error messages or through utilization of the consultant's hotline service capability, you may elect to present your problem directly to the field service manager.

After: If you cannot solve the problem through the table of error messages or by calling the consultant's hotline, you may go directly to the field service manager.

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MANAGERS ARE INTERESTED IN REPORTS THAT
TELL HOW TO SAVE TIME AND MONEY.



Write Reports that Sell Top Management

by Flissy Benjamin

The first consideration in selling your ideas to management via the written report is that your audience has different concerns from those of your colleagues. What exactly is top management interested in?

Without exception, managers are interested in reports that address two basic issues: how to save time and how to save money. These issues should be tackled at the outset of the report by stating conclusions that show how these objectives can be accomplished. Don't go into detail at this point.

Do provide enough information to interest your reader and present your results in a factual manner.

What are you doing when you're showing how your conclusions can save time and money? You are *selling* your idea to management.

Put "Sell" into Your Report

Putting "sell" into your report doesn't mean you should imitate an announcer trying to convince shoppers to try a new brand of bread. But selling a product and selling an idea aren't really that different. Every project you'll ever write up should be a show-case for your ideas and talent. By learning to turn technical information into an interesting, informative report, you can reap the rewards of professional advancement and personal satisfaction.

Why state the money- and time-saving advantages at the beginning of the report?

It's a matter of simple selling: every successful person in advertising knows about the "Fatal Five"—the first five seconds of a television commercial that either capture audience attention for the next 25 seconds or send viewers running to the set to switch channels. Copywriters know they have to interest their audience from the start. The same holds true for report writers.

Here is how a well-written report might start: "This report shows how

XYZ Chemical can cut operating costs by 10 to 14 percent on its bottling lines."

Such an opening lets your reader know immediately that this report will show him or her how to save money. Imagine how interest levels would drop if the sentence read, "This report will examine the preliminary findings of an investigation into the manufacturing

BE TO THE POINT IN PLAIN, CON- VERSATIONAL ENGLISH.

capacities of the bottling lines of XYZ Chemical to determine whether it can be concluded that alternatives to the present system may be advised in the future." The message is the same but it's a reader turn-off.

Keep in mind that the needs and interests of a high-level executive differ from the needs of those involved in more technical aspects of the work. In the dual role of technician and author, you have to write for both audiences. This often means putting highly-detailed data at the back of your report in an appendix.

A high-level manager may not share your familiarity with day-to-day operations. Avoid unnecessary jargon that clouds the issue and confuses the reader. Here, being professional means being to the point in plain, conversational English.

Present a "better mousetrap" in your introductory statements and use the rest of the report to build it. What you are doing, of course, is reversing

the process you use on a project. Instead of going through a series of actions to reach a conclusion, you state the conclusion and then validate your findings with data.

To set this reverse-process in motion in your mind before you begin writing, imagine a videotape of your working life for the past several months. Play back this tape in your mental recorder and take notes on what you "see." On what portion of the project did you spend the most time? When did things go well?

Look for visual cues to your work that can help you see the overall project from a fresh perspective. Open your mind to new ideas and be flexible. To be flexible, don't start out with preconceived notions about your conclusions, and don't get locked into a single format.

Writing the Outline

Most reports fall into some variation of a basic format that includes summary/introduction/discussion/index. A typical failing of many reports lies in summaries that do not outline clearly what will follow. This can be avoided by tackling the discussion first. This will clear your thinking and organize your presentation.

Review the results of your work and outline these results under subtitles or section headings that group your thoughts. Write the discussion in sections that pertain to each heading. These subtitles will flag a reader to particular points of interest and serve as a useful reference for further discussion.

Once you've written the discussion, pull your subtitles out for the summary. Review these headings. Take each point and cover it in a sentence or two.

Every good theatrical production has an opening, a middle and a conclusion. The opening sets the stage for the action that will follow. In the same man-

ner, your summary should be comprehensive. Focus on results and conclusions rather than on broad statements and sweeping generalities.

The middle of your report—the discussion—presents your thoughts in more detail. Be careful to use plenty of headings and subtitles, plus many short sections, rather than a few long ones. This makes your report less formidable and more readable.

Your conclusion—the end of the report—should reinforce and expand upon the recommendations made at the outset. Also include any ideas you have for further investigations and other types of programs.

Imaging and Visuals

Children visualize objects and events in a totally different context than do adults. Why do children see a pencil as a slingshot or a sailboat while you see it only as a writing instrument? Because you probably have been trained to see things as they are, rather than as what they might be.

You probably work in a technical discipline that is verbal and linear rather than visual. To become a good writer, you have to learn to “image” or “picture” ideas and concepts. Once you can put your ideas into pictures, it

will be easy to describe those pictures in words. This is where a “mental videotape” mentioned earlier, can be valuable.

When you can visualize your working environment complete with colors and details, you can turn these pictures into “color slides” that become part of your mental retrieval system.

You can practice imaging on the way to work. For example, imagine the car in front of you as being a giant submarine.

Maybe a picture isn’t worth a thousand words, but illustrations and diagrams can do wonders to relieve the tedium of a long, highly-detailed report. Dress up your reports with diagrams and drawings that can reinforce your major points.

Don't Hide Behind Words

Effective communication means making your points in a clear, concise manner that everyone can understand. One way to avoid wordy phrases in a written report is to “talk out” your ideas before setting them down on paper. Imagine yourself in a face-to-face discussion with your reader. What carefully-chosen words will you use to convince him or her of your conclusions? What basic points will you cover in the

first five minutes of your conversation?

Write your report as if you were talking to a friend. Never use ten words to communicate a message that can be better said in five. You don’t use long, ponderous phrases in everyday speech; don’t use them in writing either. For example, don’t write, “That is to say this program is facilitated from the standpoint of cost efficiency of the adaptation of fluidized-bed combustion.” Rather, simply say that “Fluidized-bed combustion can save money.”

Express yourself as simply as possible. Edit your report carefully. Take a pencil and eliminate every word that isn’t absolutely necessary. “As if to say,” “relative to,” and “the theoretical considerations of” are types of expressions that can be stated more simply or need not be included at all. Stick to a subject-verb sentence pattern.


Certain basic techniques that you use naturally in your everyday speech can be adapted to report writing. Listen to yourself the next time you have a conversation in which you’re trying to make a point. Do you pause after a specific statement to add import to the meaning of your words? The same type of pause you use to punctuate a conversation takes the form of a comma, dash or indentation in writing.

You modulate your voice to give words coloration and emphasis. In a formal presentation you don’t want to distract the reader from your ideas with a lot of “cute” punctuation, but a mixture of questions and declarative sentences can make reading more interesting. Pose questions in lead paragraphs. This gives the reader the feeling of a verbal discourse. Use descriptive words and active verbs.

Let the Words Flow

Don’t worry about getting your report perfect the first time. Let the ideas flow. It’s easier to edit once you’ve got your major points down. If you tend to overwrite, rethink what you’re trying to say. If you become blocked, put the report aside for a day or so. Mull concepts over in your mind. Before you know it, the right phrases will fall into place.


Once you’ve written the report, review it with final editing. Eliminate unnecessary words. Check for logic. Make sure you validate your suggestions.

Know when to stop. If you overwork a report it will never sound right. 


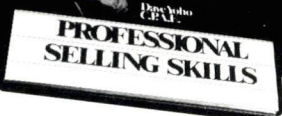
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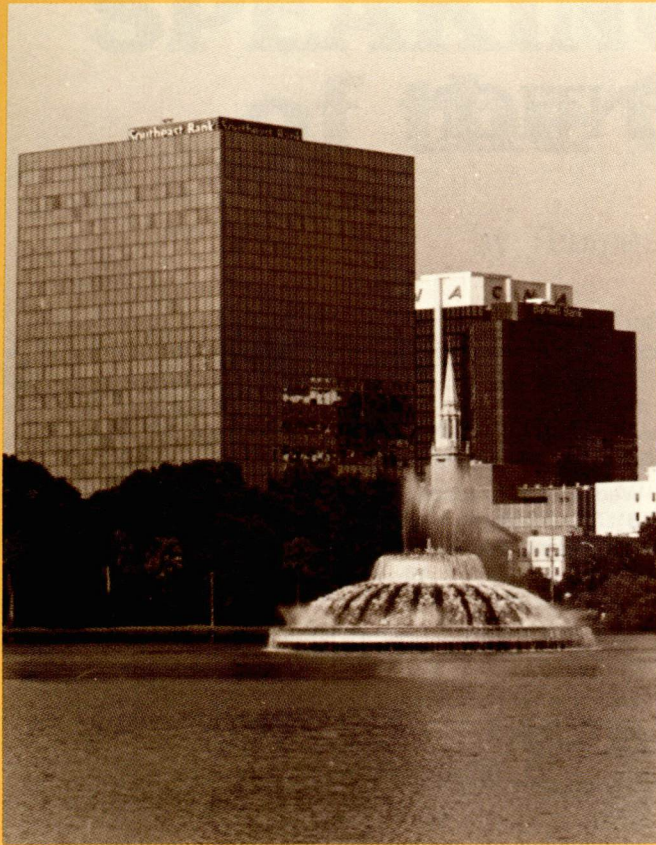
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TOASTMASTERS' 53rd ANNUAL CONVENTION

August 21-25, 1984

Sheraton Twin Towers Hotel
Orlando, Florida

Mail to: Toastmasters International, P.O. Box 10400, Santa Ana, CA 92711 (This form is not to be used by International Officers, Directors, Past International Presidents or District Governors elected for 1984-85.)

A registration badge will be required to attend general sessions on Wednesday, Thursday and Friday. Pre-register and order meal-event tickets now! ATTENDANCE AT ALL MEAL EVENTS WILL BE BY TICKET ONLY. Advance registrants will receive a receipt for a packet of tickets and materials, which can be claimed at the registration desk, Tuesday, August 21.

All advance registrations must reach World Headquarters by July 13.

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TOASTMASTERS INTERNATIONAL CONVENTION, August 21-25, 1984

SPEAKING on Behalf of the Company

by Thomas Montalbo, DTM

Janet, Robert and Charles, employed by XYZ corporation, are scheduled to give speeches on behalf of their company. In their presentation, the three employees will be dealing with the same facts and figures about the company. Though they work for the same corporation and will speak on the same material, their presentations will be radically different. Why? The reason is that each employee will speak to a different audience and speeches must be custom-made to fit the audience.

Janet, a sales representative, will speak to a group of professional buyers. This audience needs information to make wise buying decisions. Hardened by listening to many sales presentations every day, professional buyers expect a short, no-nonsense speech. They want no frills and fold-erol. They want to know whether her company's products will increase their sales. All they want are the facts and figures: features, benefits and prices.

Robert, a marketing specialist, will address an audience of distributors and dealers. They want information about his company's advertising and sales campaigns. He must arouse enthusiasm for his company's plans and motivate the distributors and dealers to boost sales.

Charles, a public relations officer, will give his speech at the annual meeting of shareholders. His aims are to present the corporation's achievements and assure the stockholders of the company's stability and continuing success.

Tailor Message to Audience

Even if just one individual—Janet, Robert or Charles—were to make all three presentations, the speaker would still have to tailor the company's specific message to each of the different audiences. If the speaker says the same thing to every audience, he or she cannot consider or respond to the particular needs of each audience.

A company speaker may be asked to give two speeches—one at the local Women's Club luncheon, the other at the Society of Industrial Designers convention. At both meetings the

speaker will talk about the company, yet preparation for the two speeches will be quite different.

At the Women's Club the speaker will discuss the company's products or services from the perspective of the consumer. At the designers convention, where the speaker will face an audience of professionals, he or she will be expected to make a technical presentation. Though the general subject for both speeches is the same, the difference

AUDIENCE ANALYSIS IS THE KEY TO SUCCESSFUL SPEECHMAKING FOR YOUR COMPANY.

between the audiences is such that the preparation for one speech will hardly help in planning the other.

Speeches on behalf of your company must be aimed at specific audiences. The more closely you gear a message to your listeners, the more likely you'll gain the maximum benefit for your company. By the same token, if you misjudge your audience, your speech will fail.

Analyzing your audience is the most crucial factor in speechmaking. What you have to say and how you say it will be influenced basically by the makeup of your audience.

Is your audience made up of customers, buyers, designers or others? What are their stakes in your company's products or services? Are they young, middle-aged or older; male, female or evenly divided? What level of knowledge do they possess? Do they have a slight, superficial knowledge of your subject matter? Or are they so well-informed about your topic that they might be considered experts in

the field?

Your answers to such questions will dictate how you develop and organize the content of your speech. They also will influence your choice of words and how you deliver them. You'll know what statistics to give in support of what you say, what examples will clearly illustrate your points, what technical terms to use or avoid.

Both the makeup and size of your audience will govern the manner in which you present your material. A large audience in an auditorium would call for a more formal delivery than would a small group in a conference room.

Improve Public Image

Today more and more corporations rely on speechmaking not only to bring in new business but also to improve their public image. A state chamber of commerce official once said, "Too often your company public image is a mosaic of fragments of spotty publicity—unsubstantiated stories, fictions, rumors that become malicious by repetition; small, little unconnected items that come to public view from time to time that, in totality, become distorted public views of your business."

To help wipe out the stereotype of "Big Business" as a cold, heartless, inhuman organism, many corporations have speakers bureaus made up of their own employees. Is there a better way to show the public that corporations are as human as the people who work in them? Certainly it's better than hiring speakers from outside the corporation to tell the public what's really going on. Using the company's own employees to speak on its behalf gives the general public the inside story directly from the horse's mouth. People prefer firsthand information.

When a speaker from a corporation stands in front of a live audience, the audience associates him or her with the corporation. If the speech is good the audience benefits from a clearer understanding of what makes the corporation tick. The company profits from knowing how the audience responds to what is said.

Dayton Hudson Takes Aim

A few months ago William A. An-

dres, Board Chairman of the Dayton Hudson Corporation, delivered a speech to the members of the Harvard Business School Marketing Club. Mindful of the necessity to aim speeches at specific audiences, he began his talk as follows: "When I approached the Marketing Club's invitation to speak, I asked myself, 'What are the most pressing questions facing the students

ers. These speeches tend to show how large corporations cope with various critical aspects of business, including determining the best products, technologies and production pattern dealing with competition and obtaining market feedback; promoting service, reliability and quality.

One of those speeches, "Managing in an Age of Uncertainty," was delivered

to future periods.

The speaker went on to explain that austerity alone was not enough. A successful business, he pointed out, "must have a strategic plan not just to survive today but to position it for tomorrow—for the next five to 10 years..." That strategy includes diversification over a wide range of interests; maintaining a lean and efficient management and operating structure; being sensitive to customers' needs; innovation through research to create new markets.

Those and the other business speeches in *Vital Speeches of the Day* were delivered to different audiences, including executive clubs; colleges; business and industry conventions; town hall meetings; marketing, management and public relations associations; service clubs.

Depending on the specific audience addressed, the content of the speeches varied. Among the topics covered were the impact on customers, relations between management and employees, competition, conflicting interest within a multidivisional corporation and effects on the business or industry itself.

Candid Talk vs. Business Platitudes

Such speeches reveal open and candid communication of the companies' conditions instead of business platitudes and self-serving pitches. The speeches also show each company's commitment to straightforward talk which helps to reverse public skepticism or distrust.

Speaking on behalf of your company—to your customers, shareholders and the general public—requires communication skills just as your job specialty requires technical skills. Such speaking affects not only the success and future of your company but also your personal development and career advancement.

You therefore need to devote as much attention to the way you prepare and disseminate your company's messages as you do to the way you perform your regular job. As we have seen, the key to your successful speechmaking for your company is audience analysis. This sets the stage for your speech by helping you to determine the purpose, select the topic, develop and organize the material, choose words and prepare your delivery. 🗣️

IS THERE A BETTER WAY TO SHOW THAT CORPORATIONS ARE AS HUMAN AS THE PEOPLE WHO WORK IN THEM?

at the Harvard Business School—or at any other business school, for that matter?" "

After exploring several possible rhetorical questions, Mr. Andres summed them up by posing his own question in another way: "Are there organization criteria that bright, able young men and women such as yourselves should look for in deciding what careers to choose and what companies to work for?"

Answering "yes," he led the audience to his subject: 'hallmarks of excellence in corporations.' "You might," he said, "prefer to call them 'guides for choosing a company to grow with.' "

Before identifying and discussing the hallmarks he said, "While Dayton Hudson doesn't measure up as well as we'd like on every score, these 'hallmarks' represent the standard we would like to live up to." Among the half-dozen hallmarks he described are customer focus, spirit of employee partnership and ethical foundation.

He ended his talk by saying, "The list I have just outlined represents the collective wisdom of my management colleagues at Dayton Hudson. . . measure any company you are considering against the criteria you consider important. . . join a company and a management team you can be proud of and enthusiastic about."

Vital Speeches of the Day

Browse through *Vital Speeches of the Day*, a semi-monthly collection of contemporary speeches. You'll find many speeches by corporation speakers who have appeared before public audiences to talk on their companies' behalf.

Of 79 speeches published in this year's first eight issues of *Vital Speeches of the Day*, 30 were by company speak-

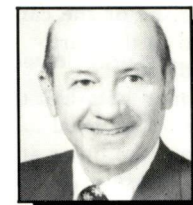
ed at the Executive Club of Chicago by John B. Fery, Chairman and Chief Executive Officer of the Boise Cascade Corporation.

He used his company, a forest products producer, as an example in discussing these concepts for managing the fundamentals of a business: long-term single-mindedness of purpose; financial and operational flexibility; understanding what drives the business—"why people buy your products and whether they're likely to buy in the future;" continually infusing the latest technologies into the manufacturing process; developing a closer and more productive working relationship between managers and employees.

The Amax Case

Another speaker, Pierre Gousseland, Chairman and President of AMAX, Inc., a mining and metals company, spoke on "The Mining Industry" at the Royal School of Mines in London, England. In the first half of his speech he described strategies by which mining and metals companies weathered the recent recession which he called the worst since the 1930s. In the second half he talked about strategy for the industry's future.

In both parts of his speech Mr. Gousseland used his company as an example "because I know it best." To cope with the severe recession, he said, AMAX took these austere steps: closed mines and drastically reduced production; slashed excessive inventories; drastically scaled back capital expenditures; reduced by about 30 percent the number of employees at all levels; disposed of assets less essential to the company's core business and operations; reduced dividends on common stock; restructured debt to improve present cash flow by deferring interest pay-



Thomas Montalbo, DTM, is a member of *Sparkling Toastmasters Club 3602-47* in St. Petersburg, Florida. He is a former financial manager for the U.S. Treasury Department.

ORGANIZING A COMPANY SPEAKERS BUREAU DOES NOT REQUIRE A PUBLIC RELATIONS STAFF—JUST A PERSON TO COORDINATE IT AND SOME ENTHUSIASTIC EMPLOYEES.

Organizing the Company Speakers Bureau

by Penelope Pietras

Could your company benefit from increased public awareness of its goals, activities and stances on important issues? Do you see a need to generate a little community goodwill and show local citizens that your organization is a good neighbor? A company speakers bureau can fulfill these needs.

In such a bureau, your company provides speakers free of charge to schools, churches, civic and professional groups. It can be an effective way to build community awareness and support. In addition, the speakers bureau can aid in your employees' professional development, since it provides participants with the opportunity to gain valuable public relations skills.

In large companies speakers bureaus are usually handled by the public relations department. If you suggest forming a speakers bureau in an organization without public relations professionals, you will probably find yourself in charge of the program!

Since the number of scheduling foul-ups and broken slide projectors are directly proportional to the number of people who seem to be "in charge," it is imperative that *one* coordinator take responsibility for the bureau, with clerical and training assistance as needed.

The following guidelines can help you organize a program that will benefit your company and your community alike.

Finding Speakers

As a Toastmaster you already have a head start on two crucial components of a good speakers bureau program. You probably know several willing, effective speakers within your company and you have speaker training resources such as Speechcraft at your fingertips.

Don't immediately assume that your roster of goodwill ambassadors should be made up of senior management personnel only. While a speech by a recognized authority is sometimes required, you may find that these people are too busy to participate in your program on a regular basis.

Employees of less stature in the hierarchy, however, may welcome the opportunity to represent the company

and polish their public speaking skills. They too can be highly credible since they are apt to come across as the "guy next door" to a local audience.

To solicit speakers for your program, announce the formation of the bureau in a letter to each department manager or in the company newsletter. Include a questionnaire which asks volunteers what topics they feel they can present effectively.

Also ask each person to rate themselves as speakers (i.e. experienced and generally proficient; experienced but out of practice; inexperienced, but willing to be trained).

Make sure your volunteers are willing to spend after-work hours to meet their speaking obligations. It is also wise to set a maximum distance/travel-time requirement. For example, you might decide to only offer your service to groups within an hour's driving time of your company.

If your office isn't barraged with volunteers, recruit participants from your personal network. Look for the supervisor who tells neighborhood college students that his company is a great place to work, the junior executive who speaks up for your industry's political interests at cocktail parties and the manager who reads everything in print about future societies.

People with outgoing personalities, enthusiasm for a particular subject, and of course, a positive attitude about your organization, will enhance the effectiveness of your program.

Training

Even speakers who rate themselves as "experienced and proficient" can probably benefit from some additional training before you send them out on their first speaking engagement.

While some bureau organizers hire outside consultants to train their speakers, you may be able to utilize in-house resources such as a sales training coordinator, as well as the company or community Toastmasters club.

Your speakers should meet at least six times to practice rudiments of public speaking before their first assignment. More experienced speakers can

coach beginners while they brush up on their own skills.

At one of your training sessions include a review of pertinent facts about the company. Even if your spokesperson talks to a Sunday brunch club about saving elm trees, you can bet that he or she will be asked, "How many people work at your company?"

If you anticipate that your speakers might occasionally face a hostile audience, conduct a role-playing session where group members take turns asking and answering difficult questions. Or try a table topic-type exercise to help speakers develop an ability to "think on their feet" in awkward situations.

A final rehearsal can help reduce butterflies before that first presentation and also could save you and your organization embarrassment.

Dr. Greg Salasbury, trainer for Atlantic Richfield Company's 1000-member speakers bureau, says it is important to know what your speakers say and how they say it before they face their first audience. It is not unheard of for a speakers bureau coordinator to discover, with much chagrin, that an unprepared or uninformed speaker was not adding to the company's good reputation.

Topics

What should your speakers talk about? If the speakers bureau's purpose is solely to create goodwill, you can offer programs which relate to your company either directly or indirectly.

A Hill and Knowlton Communications Service Summary suggested these subjects to the American Iron and Steel Institute for their speakers bureau:

- Research & experimental work
- Economic problems affecting the community as well as the company
- Career opportunities in your industry
- The company's participation in civic and community development
- Product development

If the purpose of your speakers bureau is to address one issue in particular, you should tailor the topic to fit various

audiences. A senior citizen's group, for example, would be interested in different aspects of "How to Prevent Rising Health Care Costs" than would the Junior League.

Avoid falling into the trap of making your presentations too self-promoting. Audiences are quick to recognize ulterior motives, and you won't be invited to speak to them a second time.

Promoting Your Speakers Bureau

Since community meetings often seem plagued with uninteresting, untrained speakers, you might assume that your new bureau will be inundated with requests. That is not necessarily so. Untrained speakers, regardless of what organization they represent, haven't helped your cause. Consequently, selling your free service may be a formidable task.

Probably the best way to reach your potential audiences is to send a personal letter and/or a brochure to all local community groups. Most of us have "IN" baskets overflowing with promotional mail. What will make a club officer pick up the phone and call you rather than place your letter in the miscellaneous file?

While a slick, four-color brochure with photographs of your speakers would be nice, it's not necessary. It is necessary that you present all of the pertinent information in an organized, concise format.

Your targeted audiences will want to know the times and dates your speakers are available, how much advance notice is required, typical speech length and subject matter.

Your topics list should include a few lively explanatory sentences on each speech to entice readers to want to hear the presentation. If some of your speakers are well-known in the community, by all means include their names in the letter/brochure.

Follow up your initial mailing with a phone call. This is almost as important

as your letter or brochure. If you are friendly, informative and brief on the phone, the listener will assume the same of your speakers and will be more likely to want to utilize your bureau's services.

Along with your mail and phone campaign, send press releases to business and community editors of local newspapers. Each press release should be no longer than one page, typed double space.

Make certain that the most important information (who, what, when, where, why and how) is placed per priority in the first and second paragraphs, with the contact person's name and phone number at the top of the page. (When space is limited, a busy editor may lop off the end of your release and only print the first two paragraphs.)

You could issue an initial press release to introduce your speakers bureau, or wait until you have a confirmed engagement with a well-known organization and then in conjunction with them, announce the meeting and the guest speaker in local papers. This will help the club boost meeting attendance as well as promote your program.

Administration

Once you have agreed upon a speaker, topic, time, date and place with a program chairperson, you must confirm the arrangements in writing. Be sure to send the scheduled speaker a copy of the confirmation letter too.

Form letters and pre-printed checklists can save you a lot of time and confusion in finalizing arrangements. Does your speaker need a slide projector, blackboard or easel? Who is expected to provide this equipment? Does the sponsoring group want a black-and-white photo of the speaker for their publicity? At the very least, you will want to provide them with a brief biography so that the speaker can be properly introduced.

Keep a log of all engagements made

through your bureau. Make sure that both the speaker and the host group know the name and phone number of *one* person to be contacted in case of last-minute changes. On the day of the event make a quick phone call to both the program chairperson and your speaker for final confirmation.

Management will want to know if the speakers bureau is accomplishing its goals and at what costs to the company. Therefore, keeping accurate records and gathering feedback should be among your top priorities once the program is launched.

Request that your speakers submit a brief report following each presentation, perhaps by completing a short questionnaire. Ask them to report the number of persons in attendance and to state their general impressions of audience reaction to the presentation.

Mail a questionnaire to the club's program chairperson to solicit their evaluation of the presentation. Such feedback can help you in ongoing training, planning and promotion and also can provide ideas for new topics. You will want to add fresh material every six months to a year, depending on the number of presentations given.

Reaping the Benefits

As with many public relations functions, the benefits of a speakers bureau are somewhat intangible. Determining precisely how the speakers bureau affects perception of your company (if that is management's desire) may only be possible through a costly public opinion survey.

However, your company's senior management probably will be satisfied with receiving the feedback your speakers bring from each of their community ventures. Your "ambassadors" can become astute judges of public attitude towards the company and subject matter presented.

While you may never measure it, the human link you have created between your organization and the community is a valuable asset. In our increasingly sophisticated information age, you will undoubtedly find that the speakers bureau's face-to-face, hand-shake-to-handshake approach is a very viable way to communicate.



Penelope Pietras is a corporate communications editor with a large electronics firm in Torrance, California. She has been involved in a variety of public relations projects and is a member of the International Association of Business Communicators.

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Minding Your Meeting Plan

P's and Q's

by Tom Edwards

Doing nothing by yourself can be called laziness at worst, relaxation at best. Doing nothing in a group often has another name. It's called a meeting.

All meetings don't fall into that category. But almost everyone has experienced those never-ending meetings during which nothing is accomplished. One walks away from them swearing never again to step inside a room where more than one person has gathered. Other meetings, though, are interesting, even exciting at times and accomplish a purpose. Why the difference?

Usually, the difference between the productive and nonproductive meeting is the person chairing the meeting; partially in the way he or she conducts the meeting, but primarily in the planning that took place before the meeting.

The successful chairperson has usually set a productive meeting as a goal and systematically planned to insure reaching that goal. The chairperson minded his or her meeting plan "P's" and "Q's."

The "P's" are trigger-words that touch on the six elements of every meeting plan, each of which needs to be thought through in advance. They are: *Purpose, People, Place/Time, Process, Pending and Program.*

The "Q's" are questions related to each "P" to assist the chairperson with that thinking.

They can apply to every meeting, fitting the special business or organization meeting very well, but also can be used effectively for meetings held regularly.

The meeting plan "P's" and "Q's," though difficult to follow at first, can become a valuable tool leading to productive meetings every time you are in the chair. Let's look at them one by one.

Purpose

Every meeting, by definition, must have a purpose. If you have no purpose you perhaps end up with a social activity, but not with a meeting.

The first "Q" to be asked and answered is: "What needs to be accomplished that provides the reason for having this meeting?"

The question has to be answered in specific terms and written down. You must have the purpose clear in your mind and one way to do that is to put it to the writing test. If you can't write it in specific, concise words, it isn't usually because you lack writing skills. It's because the purpose hasn't been worked thoroughly through the thought process.

The general purpose of every meeting is change. As a result, the people attending will be different at the meeting's conclusion. They will know more, have a different perspective, be moving in another direction or at a different pace. So another "Q" to define the purpose of the meeting is: "What needs to be changed?"

In both questions asked above the emphasis is on what will be *accomplished* by the meeting, not on what will be *done* at the meeting. If you find yourself in a situation where *doing* something far overrides *accomplishing* something (giving or gathering information), chances are you shouldn't have a meeting, but should use a letter, phone call or one-on-one sessions.

Define your purpose in terms of results, write it down and you are well on your way to a productive meeting.

People

Once you have your purpose, the key "Q" becomes: "Who must attend in order to accomplish the meeting's purpose?"

One person may have special knowledge or information that will be needed. Another may have experience and still another will be needed to implement a pending decision.

In a special meeting, you may have control over who attends. In a regular meeting, you often will not have control. In the latter case, concentrate on having key people in attendance, those that can help accomplish the meeting's purpose.

There is also an inclination to invite people to meetings for a variety of reasons which are not related to the meetings' purposes.

"We have to invite Jo or else she'll feel left out." Well if that's the best

reason you can come up with for inviting Jo, you're probably going to waste her time and surely that of the other participants.

On the other hand, "We don't want Sam to attend; he always talks too much." Sam may indeed talk too much. But if his contribution is necessary to accomplish the purpose, you are obligated to invite him. Just be careful to conduct the meeting in such a way that Sam's contributions come out—don't let him dominate the discussion or stray from the purpose.

Don't over-invite and don't under-invite.

Place/Time

The urgency of the purpose and the availability of the people will often dictate the meeting's time and place.

Once you have determined who will be invited, you must select a suitable place for the productive meeting.

The "Q" is: "Where and when must the meeting be held to insure attendance of those people absolutely necessary to accomplish its purpose?"

The place should be accessible. You don't want people who have to travel across country, town or even a building to have to surmount frustrating hurdles of transportation, reception desks, security checks or weather.

The meeting room itself should be comfortable: neither so small as to crowd those who will attend, nor so large that they will feel lost. The *number* of people should dictate the size of the ideal room, but consider whether additional space will be required for displays or audio-visual equipment.

Scheduling time is critical and, as every meeting chairperson knows, difficult. Most search for the ideal time but most find it is an impossible task.

Aim for the possible. Review the list of people and prioritize in terms of the most essential person down through the least essential. Telephone from the top of the list and work your way down, soliciting three dates and times when each person will be available. Ask them to tentatively reserve those dates and times. When you have an acceptable date and time from the absolutely neces-

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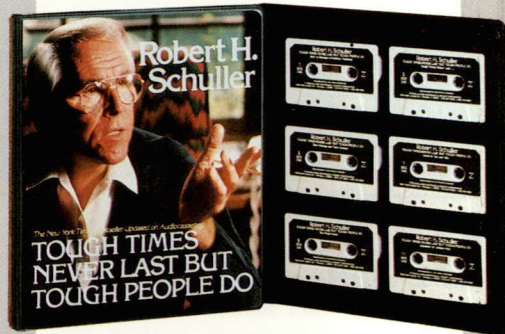
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But Tough People Do**

by Dr. Robert H. Schuller

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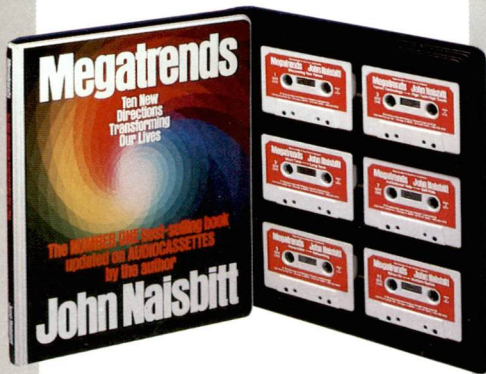
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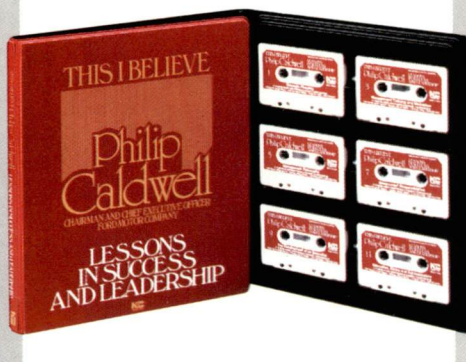
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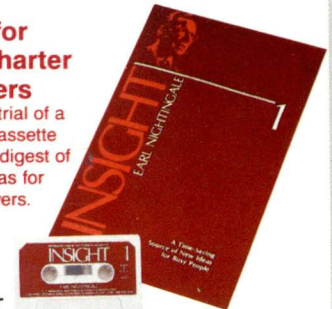
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sary attendees, firm it up as quickly as possible.

Process

If you were a football coach, you would now be at the point of drawing up a 'game plan.' The coach knows his purpose (win); his people (players); the place/time (Saturday noon, at the stadium).

As meeting chairperson, you need to draw up a game plan by asking the "Q": "In what manner should the meeting be conducted to best utilize the people and to accomplish the purpose?"

The meeting process is like a bathing suit—no one size fits all requirements. Are you going to have people present background data? Or are you going to ask that data be submitted and circulated prior to the meeting?

Is the meeting going to be tightly-structured? Or are you going to keep it free-form along brainstorming lines? How are you going to handle Bill, who has vital information the group needs, but who is usually reluctant to speak out? Or how will you encourage Betty, who has analytical ability, to ask piercing questions?

Your 'game plan' doesn't have to be extremely detailed. You should know the direction you want to take, but permit yourself the flexibility to adapt as the meeting unfolds.

Pending

Something, but not everything, will happen at a productive meeting. A problem will be resolved, information will be shared, a decision will be made. All can accomplish the meeting's purpose.

But most meetings don't end when the gavel raps. They require further action in most cases. The "Q" is: "What follow-up methods should we use to implement actions we've agreed upon?"

Alternatives might include an additional meeting, written reports to be circulated, or one-on-one sessions with the people responsible for implementation.

The key is to think about the methods in advance and as the meeting progresses and actions develop, formulate your own follow-up and feedback plans.

Program

At this point you have a good idea how your meeting is going to work. You are prepared. The program should permit everyone to come to the meeting prepared. It's the document you send to the invitees to make sure that they do have that opportunity.

The word 'program' is used rather than 'agenda' because the latter too often is a format that has been used hundreds of times and needs supple-

menting.

The "Q" is: "What does each participant need to know to insure that he or she will come to the meeting fully prepared to accomplish the meeting's purpose?"

The program should include the purpose of the meeting. Don't keep it a secret. You've worked hard to define it, now share it.

The program should list the people. Knowing who will attend can stimulate discussion prior to the meeting.

The program should contain details about the place/time, including how to get there (transportation, parking, etc.). If possible, it should state the estimated adjournment time.

The program should state what you want specific people to bring to the meeting, such as specialized information. And it should ask them what they will need to present that data, such as equipment or materials.

The program is your first step forward in the eyes of the participants. If you have minded your meeting plan "P's" and "Q's" through the other planning elements, that first step will be recognized as an appealing appetizer to a gourmet meeting. 🍷

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Body Language isn't taught in school . . . and Creativity isn't either!

How Important Is Your Image To You?

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

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You Need This Course!

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A recent survey of top executives listed the ability to think creatively and imaginatively as an "essential asset" to an upwardly mobile career.

This course will teach you to tap *unlimited creative resources* you never knew you possessed!

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PRAISE IS A SIMPLE BUT VALUABLE TOOL
YOU CAN USE TO IMPROVE EMPLOYEES'
MORALE AND PRODUCTIVITY.

Praise Is More Precious than Money

by Kerry L. Johnson, Ph.D.

John was excited about his first job. He worked hard the first few months to learn necessary skills. He wanted to do the best job he could and hoped to come up with some ideas to increase his productivity. During those first months he received little if any feedback, only direction and supervision.

Finally, plagued with frustration, he went to his supervisor, Tom Grant. "Mr. Grant, how am I doing? I really want to do well in this job. I receive all the supervision and direction I need, but I don't have any feeling as

to whether I am doing well or not. Help me." Grant's gruff response was, "You're doing just fine John. I'll let you know if you're not."

Unfortunately, too many businesses are run this way. The only time the supervisor gives feedback is when employees are making mistakes. Instead of taking the opportunity to encourage and motivate John to continue doing a satisfactory job, Grant squelched the enthusiasm that is so often lacking in employees. With a little praise and a few kind words, he could have given the inspiration John needed to keep doing well.

Praise Motivates

Our day-to-day activities reflect a high desire to receive reward or avoid punishment. You may feel this is pretty obvious. However, remember that people need praise for their efforts just like they need air. If you want someone to develop a skill, praise them for it first. Comment on one activity which the person does well and which is similar

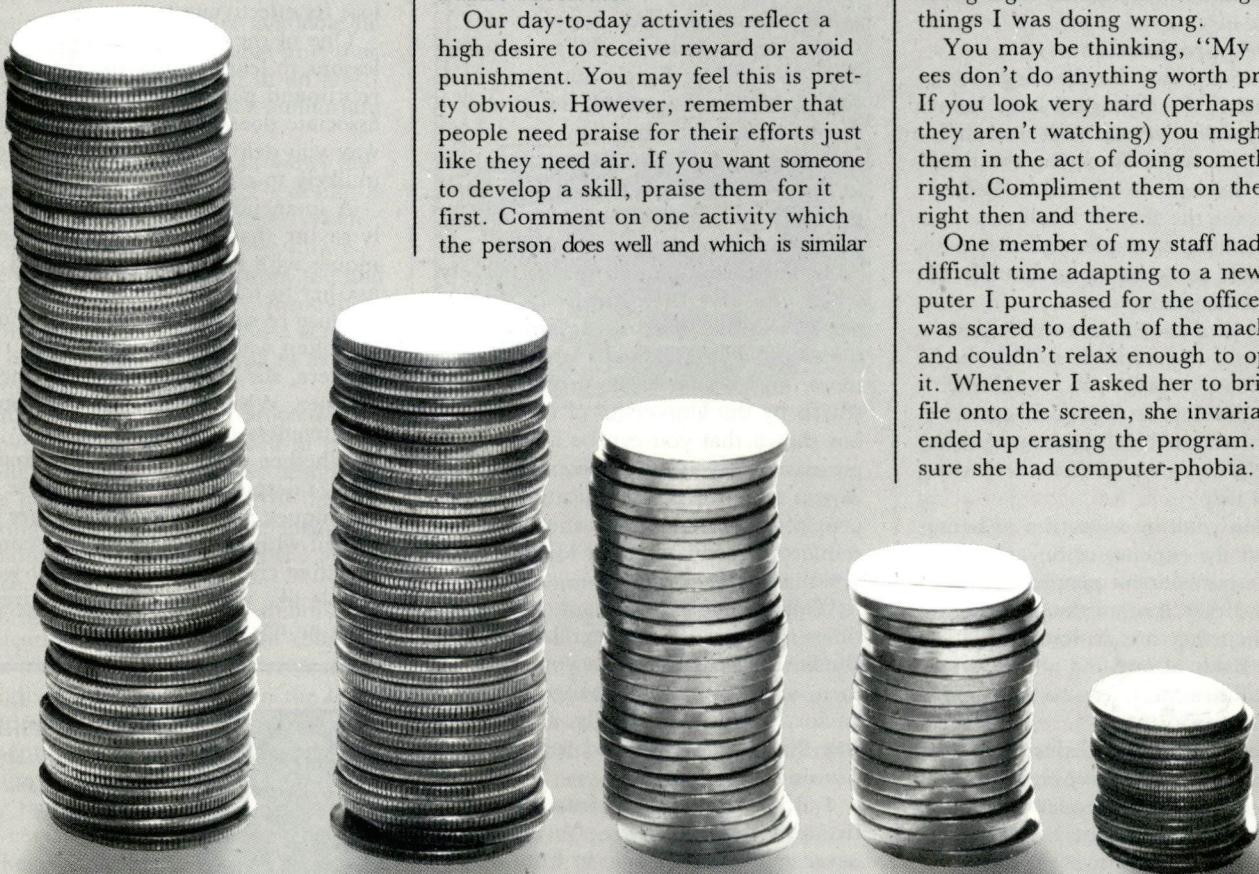
to the new activity you want them to learn.

My tennis coach at the University of California at San Diego was a master at using praise to develop skills. He would compliment an aspect of my game with such tact that I was compelled to concentrate on making it still better.

During a practice match, when my serve was a bit erratic, the coach walked over to me and said, "I really like your ball toss. It's hitting right on the money." That bit of praise made me feel good but more importantly forced me to concentrate on the things I was doing right instead of focusing on the things I was doing wrong.

You may be thinking, "My employees don't do anything worth praising!" If you look very hard (perhaps when they aren't watching) you might catch them in the act of doing something right. Compliment them on the action right then and there.

One member of my staff had a very difficult time adapting to a new computer I purchased for the office. She was scared to death of the machine and couldn't relax enough to operate it. Whenever I asked her to bring a file onto the screen, she invariably ended up erasing the program. I was sure she had computer-phobia.



My goal, however, was to get her to do word processing efficiently within 30 days. That was a fairly difficult goal for someone to achieve, especially someone who dreamed nightly of shooting the computer with a bazooka!

I began by praising her for her correct actions. She was stroked for putting the right floppy disk into the drive, right side up. After a few days

avoided the trainer whenever possible. The chimps receiving punishment were also more difficult to teach other behaviors to and tended to forget the behaviors more quickly.

Many managers or supervisors understand the need to praise as well as reprimand. Many, however, are unsure how to do it. Try this three-step approach:

IF YOU WANT SOMEONE TO DEVELOP A SKILL, PRAISE THEM FOR IT. BE SPECIFIC WITH YOUR PRAISE.

of praise she learned to type a business letter and store it correctly on the disk. Since this was graduation day I took her to lunch. Finally, I maintained her new-found skill by randomly praising her when she correctly operated the system.

Several months later she confided to me that she had expended extra effort to learn because of the strokes I had given her as she progressed. She admitted that the praise she received was a more effective motivation than even money.

Success Approximation

Technically, this is called success approximation. Psychologists have known for years that a person with acrophobia shouldn't be taken skydiving the first day out. Instead, he should be helped to overcome the fear in small steps, i.e. by looking at airplane pictures, then should progress up to actually sitting in an airplane.

Stroke people at least twice a day. Of course it is preferable to link the compliments to skills you would like them to develop or repeat. Even a comment about their appearance that day or the neatness of their work station will help.

But don't fall into the trap of being critical at the expense of reward. Criticism is a punishment people try to avoid and they'll often develop resentment when they are criticized. Getting into the habit of praising others twice a day will also push you to find praiseworthy actions.

Studies at Stanford University in California showed that chimpanzees would learn to ride tricycles with either praise (kind words and a treat) or criticism (yelling). However, the chimps who received shouts for mistakes bared their teeth, screamed and

1. Praise people on a one-to-one basis. Jealousy may develop if others witness your compliments and feel you are showing preferential treatment. After all, most people crave compliments.

2. Be specific with your praise. Tell the person exactly what you like; don't make them have to guess. Don't say "Good job." Say instead, "I like the way you presented the graphics in our portfolio. It was first rate." People are likely to repeat behaviors as long as they know what you approve of.

Also praise them for skills you want them to develop. Single out an area you would like improved, but praise them first for activities they are doing correctly. They'll pay greater attention to the job that needs improvement and probably will concentrate more on other aspects of the job as well.

3. Touch the person unobtrusively when you give them praise. A light pat on the shoulder or a brief touch on the elbow will make your words have more impact than a pile driver. Research by the University of Minnesota has shown that you can be much more persuasive if you touch people lightly as you talk. Research indicated that people tend to remember messages reinforced in this manner longer than a verbal message alone.

While praise is important, it is sometimes necessary to also reprimand. Reprimand people only when you want them to make a quick change in behavior, but do it sparingly. Do it in a way that they'll accept and appreciate. Consider this approach:

1. Invite the person into your office and close the door. Never, never, never reprimand people in front of their peers. It will only serve to cause embarrassment and resentment.

2. Be specific with your reprimand. This will help the person understand your message. Be sincere and honest with your comments and they will be seen as constructive criticism. Also, give the employee a chance to talk.

Rather than saying to your secretary, "You really irritated my client. Why did you do that? Thanks a lot," try a sincere and specific reprimand such as "You really irritated my client. You were curt and abrasive. It was a long-distance call and you left him on hold for five minutes. Please communicate with callers at least every 30 seconds and let them decide whether to continue holding."

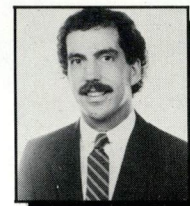
3. Lastly, praise their overall performance. Touch them unobtrusively. Be firm with the reprimand but afterwards be sure to praise them about their performance overall. As you talk about your faith in them, reinforce your words with a gentle touch. Make them feel that you care about them and want to help them improve.

Don't praise them first then sock it to them later. For example, "Jean, you've really been great here for the last six months but if you ever hang up on my boss again I'll fire you." A praise before a reprimand will cause suspicion to spread that will effect even those times you're praising others without a reprimand. Your praise will thus lose its effectiveness.

One of the toughest human relation lessons to learn is how to criticize and reprimand people. If the employee or associate doesn't feel good about the way you deliver your criticism, they're unlikely to change.

A financial planner wrote me recently saying that he had used these techniques with his secretary. He had to ask her to take a 25-percent salary cut because of slow business. Even though she often was approached by job recruiters, she chose to stay with the planner. Why? Because of the planner's effectiveness in dealing with her.

Whether you're a marketer, manager, salesperson or mother, these techniques may help you be more successful with people. Praise and constructive criticism are aspects of work people like most and are more precious than money. 🗣️



Dr. Kerry L. Johnson, Ph.D.,
is an industrial psychologist and noted speaker.

THE OVERHEAD PROJECTOR IS ONE OF THE MOST WIDELY-USED VISUAL AIDS IN BUSINESS OFFICES AND CONFERENCE ROOMS. THE GREAT ADVANTAGE IS THAT YOU DON'T HAVE TO BE A MECHANICAL WHIZ TO OPERATE THIS EFFECTIVE COMMUNICATIONS TOOL.

Up Front with the Overhead Projector

Short of hiring someone else to do it for you, there is no easier way for you to visually illustrate your presentation at a meeting than by using an overhead projector.

Basically an overhead projector is a compact light box that projects an image from a letter-size sheet of transparent film onto a viewing screen. Mechanically, the system includes a light source, a glass projection stage and lens, an on/off switch, a small cooling fan and a projection head suspended above the stage by a short post (projection arm).

Overhead projectors are available in sizes ranging from a portable unit that can be placed under a seat in an airplane, to a utility model for auditorium use.

From a speaker's point of view, the key element in the projector's design is the large, flat projection stage. When an 8 x 10 inch sheet of image film is placed on this stage, light from the unit projects this image upward, through the projection head and onto a screen. The imaged sheet is referred to as a transparency or visual.

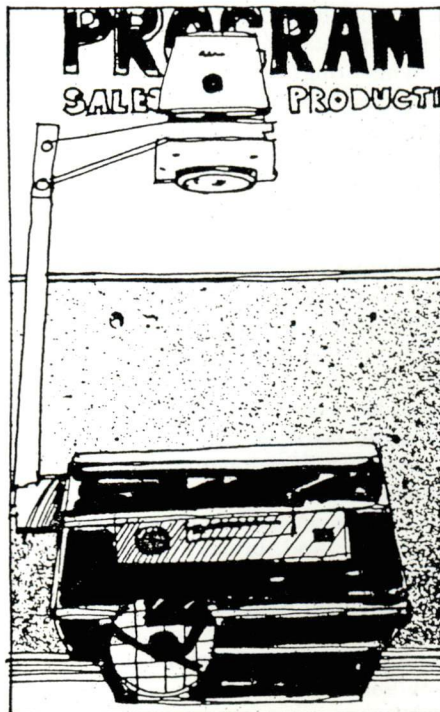
Unlike movie and slide projectors, the overhead projector is used in normal light. And, because it is designed to be positioned at the front of the meeting room, it enables the speaker to maintain eye contact with the audience.

As such, the projector is a communicating tool that assists in conveying a message. Rather than relegating an individual to a position in the back of a darkened room, the projector complements the speaker by providing a medium for visualizing ideas.

Easy to Use

A versatile communicating aid, the overhead projector is easy to operate. There is nothing but an on/off switch or bar to manipulate, and careful tim-

by Bert Y. Auger



ing in its use smoothly controls the movement of audience attention from the speaker to the visual, and back to the speaker.

No elaborate set-up time is required to prepare the projector. Simply place it in front of a room, plug it in, put up a screen and check the focus. If no screen is available, project the images onto a light-colored wall.

Speed is the keynote for the visuals as well. If necessary, they can be prepared in minutes to include late-breaking information. In fact, visuals can even be constructed during a presentation with a blank sheet of film and a marking pen. Simply place the

sheet on the stage and write. Data is instantly displayed. This feature has prompted some to call the system an "electric chalkboard."

Overhead projector systems feature a wide range of hardware, accessory and supply items that help make the communicating job easier. There are transparency films, adhesive films, transparency-makers, mounting frames, transfer letters, clip-and-paste art files, marking pens and complete visual accessory kits.

Transparency films are available in a variety of colors—black or color images; clear or colored backgrounds; white images on colored or black backgrounds. Color adhesive films can be used to give appeal and emphasis to a simple black-on-white transparency.

Also available are write-on films in sheets, as well as 50-foot rolls which attach directly to the overhead projector, enabling the person conducting a meeting to crank used portions of the film off the projector stage. Once the roll is filled, it can be wiped clean with a damp cloth and reused.

Creating the Transparency

The key to effective utilization of an overhead projector system is the transparency. Although artistic ability is an asset in producing one, it definitely is not a necessity. All that really is required is a little imagination. The rest is simple, quick and convenient.

Transparencies may be made directly by hand or mechanically from a paper original, using a transparency-maker. Basic handmade transparencies require nothing more than film and a suitable writing instrument such as a marking pen. Simply write, print or draw directly on the transparency, and it's ready for projection.

Many overhead projector users find it highly effective to develop a visual as the presentation is being made, writing on the transparency while speak-

ing. This is especially convenient for a meeting called on short notice. The most satisfactory writing instruments are marking pens which are offered in permanent ink, water-soluble ink and mechanical wax versions.

For more professional-looking hand-made visuals, transfer letters are recommended. These heat-resistant letters come in a wide variety of colors and type styles and, when positioned and rubbed with a blunt instrument, adhere to the transparency film. Aligning letters is simplified by laying the film over a grid sheet. Any mistakes may be corrected quickly and easily by lifting the letter with masking tape. Symbols, arrows and other stock graphics also are available, as well as black and transparent colored tapes in various widths for underlining or diagraming.

A sturdy paperboard mounting frame, with margins wide enough to accommodate presentation notes, adds a finishing touch to a transparency visual and makes it easier to use. Mounting is accomplished with a few strips of tape, preferably of the transparent variety.

Whether overhead projector transparencies are produced in-house or outside depends on several factors. Budget is one important consideration, and time is another. Usually, an in-house transparency can be produced more quickly and at less cost.

Another factor that influences the decision is the type of information that is to be presented visually. Explaining test marketing plans for a new product, for example, may require only an outline map of the United States with cities and dates hand-lettered with marking pen. A transparency showing a new piece of machinery with color-coded parts, on the other hand, might best be done professionally by a creative visual artist. For most applications, in-house transparencies will suffice.

Visual Preparation

However they're prepared, three basic rules should be kept in mind when producing transparency visuals:

- Images must be large enough for everyone in the audience to see them when they're projected on the viewing screen or wall.
- Information should be kept brief and simple so it will be grasped easily.
- The visuals should either highlight, reinforce or add to the commentary.

As useful as it is, the overhead projector is not a magic box. It cannot transform bad visuals into something interesting and meaningful. If there is too much information on the visual, it will be confusing and hard to see.

If the projected information is just a word-by-word replay of everything being said by the speaker, it will produce tedium. And if the speaker uses too many visuals—shoveling them endlessly onto the projection stage—he or she might succeed in generating nothing more than resentment.

Depending upon the speaker's capabilities, oral presentations may be scripted or delivered from notes jotted

facilities, however, a meeting place should be selected that will accommodate the audience, the overhead projector and a screen. Satisfactory acoustics, adequate ventilation, a comfortable temperature level and convenient access for participants are essential.

Seating in the meeting room should be arranged so the audience's view of the screen is not obstructed at any

THE OVERHEAD PROJECTOR IS AN EXTREMELY EFFECTIVE 'ELECTRIC FLIP CHART.'

on the transparency mounting frames. In either case, adequate preparation is vital. No visual can be a substitute for a carefully-thought-out and well-organized oral presentation.

This brings up a feature of overhead projection systems that business specialists find so important. The "do it yourself" aspect of transparencies can virtually "force" the speaker to put together a well-organized presentation.

For example, suppose a man with marketing responsibility for a large sales organization wished to make a presentation to his staff on the latest input from the field sales force. Before he can produce visuals, he has to know what he is going to say and how he is going to say it.

He must first organize the data and isolate the key elements in order to know what information merits visual emphasis. And, in fact, this advance thinking process can be so effective that the man might be able to put on an extremely effective presentation with nothing but the visuals and a few key notes on the transparency frames.

What is important to note here is that overhead projection visuals do not require him to do more than he would have done anyway—carefully think out and organize his presentation in advance. By contrast, the actual mechanical preparation of the visual to support the presentation is easy enough—and fast enough—to be considered an insignificant part of the preparation process.

Location Is Important

The location at which a presentation is made is of primary importance. Unfortunately, the ideal meeting room doesn't exist. If it can handle 500 persons, it probably won't be satisfactory for 10.

Within the limitations of available

point. A center table with chairs is suitable for groups of less than 20 persons. This arrangement promotes discussion and is best for lengthy meetings. For approximately 30 persons, tables and chairs arranged in a "U" fashion work well. A tables-and-chairs classroom layout is suitable for any size audience, as is an auditorium-theater arrangement with chairs only.

In all cases, the speaker is positioned at the front of the room, in front and to one side of the viewing screen. The screen may be located either in the center or a corner of the room, depending on the seating arrangement, and it must be high enough to permit every one in the audience to have a "front row" seat.

If there is time, meeting rehearsal with all visuals and props will improve any presentation substantially. Just prior to the "command performance," visuals should be reviewed to make certain they are in proper sequence.

All equipment also should be checked to make sure it's in operating condition. This is no time, for example, to discover that the overhead projector's lamp is burned out or a wall electrical outlet is not functioning.

Effective Techniques

In delivering the presentation with the aid of an overhead projector, a variety of useful techniques help utilize the system's maximum capabilities.

Overlays, comprised of several visuals mounted on the same frame, offer a convenient means of placing illustrative material in the viewing screen in step-by-step stages. Taped individually to the mounting frame, they may be flipped onto projection position one at a time to facilitate building a story in a meaningful way. Overlays are especially useful for simplifying complex concepts.

Another device which helps to keep an audience from jumping ahead of the oral message is the revelation technique, in which a sheet of paper is placed over the transparency as it rests on the projector stage. This blocks out whatever portions of the visuals the speaker desires, and those portions then may be revealed at the appropriate time simply by sliding the sheet of paper down or across the transparency.

The on/off technique, in which the machine is shut off for a brief period, makes it possible to stress a verbal point more emphatically by focusing the audience's attention exclusively on the speaker. Activating the machine again returns attention to the viewing screen.

The pointer technique may be used to underscore especially important information. Rather than gesturing toward an area of the screen, which is awkward and distracting, the speaker simply points at the item on the projector stage. There never is a need to turn away from the audience.

The write-on technique permits the addition of information to previously-prepared transparencies during the actual presentation. It may be a last minute statistic or perhaps the speaker may decide to place stronger emphasis on selected statements. Either can be added to the transparency by writing on its surface with a marking pen. Ideal for informal, day-to-day conferences, this presentation technique promotes spontaneity and interaction between meeting leader and audience.

In a wide variety of management level meetings—marketing, planning, production, financial, engineering, research and development and others—the overhead projector system has proved to be extremely effective as an “electric flip chart.”

Conventional chalkboards, easel pads, flip charts, filmstrips, 35mm slides and movies all have their advantages. But movies, slides, filmstrips and flip charts require considerable lead time to produce, they're quite expensive and also somewhat inflexible. Easel pads and chalkboards, while rather spontaneous, are highly-restricted from a visual standpoint.

What it really boils down to is this: seeing really is believing. Studies have demonstrated that people learn more and retain more when they receive information both verbally and visually. And there is no proven medium for visual communications that is as simple, flexible and convenient as the overhead projection system. 🗨️

Reprinted from *The Toastmaster*, July 1978.

by David Rottman

Win Prizes In Pun Contest!

The first annual Word Wisdom Pun Contest is hereby declared open. Entries (non-returnable) must be typed or printed legibly to qualify and should include your name, address and Toastmasters club and district numbers. Puns will be judged for originality, inventiveness and groan power. No shaggy dog stories; keep 'em brief.

First, second and third place will receive prizes (books) while honorable mentions will receive untold glory and will be included in a future column on the best from the Word Wisdom Pun Contest. Send entries to Box 158, Hastings-on-Hudson, N.Y. 10706. **Deadline is August 15, 1984.**

Kludge

If you have heard this word recently, you may have wondered what it means. Sorry, but after reading this column you'll probably still wonder.

The problem stems from the fact that at least two meanings for “kludge” are battling it out for supremacy; no victor is in sight.

Compare these two definitions:

From *The Book of Jargon* by Don Ethan Miller: Kluge: also kludge. Probably from the German kluge, meaning clever. A kluded (or kludged) solution to a problem is an improvised patchup (usually of software) that always seems to last longer than it has any right to, or than anyone would have expected.

From *The Morrow Book of New Words* by N.H. and S.K. Mager: Kludge.

1. *slang* a ridiculous assortment of unmatched and unworkable parts. 2. *computer* term of endearment for a pet computer, esp. one with undesirable characteristics.

Is a kludge something which works or doesn't work, a clunker or a clever solution? The usage battle is taking place in the wetware (human brain) of computer neologists who have already given us dandies such as the binary chop, line gremlins and cybercrud. Perhaps the more vital question is: will computers be able to keep up with the vagaries of computer slang?

Student: What's a good word for “next to?”

Teacher: That depends on what you want it to be good for.

You might say that word usage is a “situational ethic.” The classroom exchange above highlights the fact that the “best” word is determined by the context, the audience and the aims of the speaker—not by any unvarying qualities of the word.

For example, the all-purpose synonym for “next to” is “touching.” But this word may not be quite accurate enough when objects (or concepts) are side-by-side. Words such as juxtaposed, contiguous, adjacent, proximate, tangent and conjunct may convey more of what a speaker intends.

Still other synonyms bring up other problems. The word “syzygy” is being used with more frequency. Originally an astronomical term (the point in orbit when a heavenly body is in conjunction with or in opposition to the sun), this word is now used somewhat loosely to mean “in alignment” or “in tandem.” Where the boss once said “Let's get our ducks in a row,” he or she may say “Let's get in syzygy.”

While this word is becoming ever more popular, can you imagine yourself using “syzygy” in a speech? Even if you get past the pronunciation (sizz-uh-gee), it's likely that three-quarters of your audience will never hear the next few minutes of your speech. They'll be buzzing over the meaning of this trendy word.

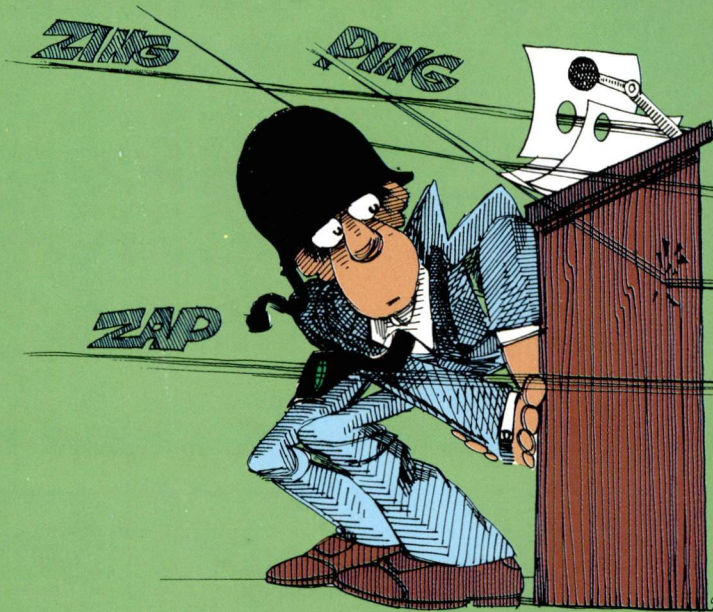
Similarly, words such as “conterminous” (also spelled coterminous), “osculating” and “apposite” may be impressive on a college term paper or with a group who shares a specialized application of the word, but they draw too much attention to themselves in a speech to a general audience.

“Apposite” may actually leave the entire audience confused—some may want to get their hearing checked to see if you meant “opposite,” some may think you are woefully ignorant or that you speak with a dialect and some may be used to the more common meaning of the word “apposite”: “appropriate” or “suitable.”

YOU'RE UNDER FIRE AT A MEETING. WORDS ARE BEING SHOT AROUND THE ROOM IN STINGING RAPID-FIRE. HERE ARE SOME GUIDELINES TO HELP YOU REDUCE YOUR CASUALTIES.

HOW TO GET YOUR MESSAGE ACROSS

UNDER FIRE



by Dr. Milt Grassell

Many people—including skilled speakers—often fail to get their points across when intensive issues pop up in PTA organizations, civic groups, town hall meetings, public forums or during on-the-job situations. The reason is obvious! These men and women have never been taught how to get their message across under difficult situations.

Fortunately, getting your message across even under the most difficult circumstances can be easier than you might suspect. Just follow the simple, practical guidelines in this article.

Environmental Features

Never sit in a soft, overstuffed chair. This encourages slouching and interferes with proper breathing. Instead select a firm, comfortable chair with a fairly straight back and enough room to shift your body.

How to Handle an Insult

If someone insults you, you'll seldom if ever win by coming back with

a cutting remark or by starting an argument. Instead remain as calm as possible and pause a split second while looking your opponent straight in the eye. Then say, "I want to make sure I didn't misunderstand you. Will you please repeat exactly what you just said?"

In most cases this simple technique quickly disarms opponents. They'll often say something like, "I spoke out a little too hastily without thinking . . . perhaps we ought to get back to what you were saying."

How to Handle a Critic

Suppose you've just been severely criticized. Never fight back! Here are three better ways to handle criticism:

1. *Compliment:* Compliment the critic if he has made an important observation. Often just a little praise and recognition disarms critics and changes their attitude toward you.

2. *Pause:* If the criticism is unjust-

ified, one good way to handle this is to pause, remain silent and say absolutely nothing. Someone in the audience realizing the question is unfair will often answer for you. Don't dwell on the point; get on with your presentation.

3. *The Survey:* If an accusation is made in which you feel there is absolutely no way you could answer and win, here's the best way to handle it. In a calm voice, ask the critic to repeat the statement so you can write it correctly on the chalkboard in the front of the room. Then hand out small slips of paper and ask each person in the group to write either "Agree" or "Disagree."

Have someone other than yourself or your critic collect and tabulate the votes and announce the results. If your points were valid, you'll find the group will normally agree with you. If the group doesn't agree, be sure to acknowledge their position and quickly get on to your next point.

How to Neutralize Objections

Never forget—it's always a critical moment when objections come up. The way you handle them is directly related to your chances of getting your message across. Here are four suggestions:

1. *Keep Calm:* Always keep calm. Show empathy. Never be resentful. Never raise your voice or attempt to gloss over the objection. None of these things work!

2. *Request More Information:* Ask your challenger to expand on the objection. If it's a valid objection, it's your responsibility to respond. More frequently your challenger, not being as familiar with your point as you are, quickly exhausts his or her position and is unable to push you further.

3. *Restate the Objection as a Question:* Most objections are presented as statements. Regardless of how they are presented, the secret is (1) to restate the objection as a question and (2) to verify whether this is or is not your opponent's objection. An example follows:

"Your question, Mr. Smith, is: 'How will the newly proposed nuclear plant affect this community?'"

The next step is to verify whether this is or is not the objection. Simply say, "Mr. Smith, is that the question?" If Smith says, "yes," you know exactly what his question is and you can answer it precisely.

Just suppose Smith said "no." Then say, "Mr. Smith, if that's not the question... then what is the question?"

4. *Comparison:* Another way to neutralize objections is to draw a large "T" on the chalkboard in front of the room. On one side list the advantages of your idea or proposal and on the other side, with the group's assistance, list the disadvantages. If the points you were presenting had merit, this will be self-evident from the material on the chalkboard and you can continue with your presentation immediately.

Save Some of Your Key Points

Picture in your mind this intense situation. A proposal has just been made to build a nuclear plant near a rural community. The issue was critical! A few people welcomed the proposal, but most of them didn't.

A town hall meeting was scheduled and two outside experts with opposing views were brought in to argue the pros and cons of the proposal. Each had 30 minutes to get his message across before the session was open to question and answers.

Both speakers held Ph.D. degrees. Both were well-trained and spoke elo-

quently. However, there was one major difference between the two presentations. Mr. Brown, speaking against the proposal, used all of his key points during his thirty minutes telling those people who opposed the proposal exactly what they came to hear. In contrast, Mr. Blue, speaking for the proposal, saved a number of his key points for the question-and-answer period.

Remember, most of the audience was against the proposal and wanted to hear more of what Brown had to say during the question-and-answer period. But that was impossible because Brown had nothing more to add. Whatever he said was redundant. So the audience—even those against the proposal—shifted its attention to Mr. Blue.

Although the audience majority was opposed to his position, Blue had additional material. They gradually became more receptive to what he had to say, even though they didn't necessarily agree with his position, and before time ran out, Blue was able to get his complete message across. The thing to remember is that Blue's secret was simply holding back a number of his most important points until the audience would listen.

When to Persuade a Group

Just suppose an important meeting is upcoming. You're not scheduled to speak but you have an important message you want to get across. The most significant thing to remember is precise timing. Let me illustrate with a personal situation.

Many years ago when I was being groomed for a top executive position, our organization was counting on me to get our message across at a very important meeting. To be absolutely sure I'd succeed I asked my boss, Mr. Green, to accompany me in case I needed help.

It was a full-day meeting and the decision to be made concerned everyone in the room. After the keynote speakers finished, the meeting was open to the audience. The large room was packed with people holding opposing views who could hardly wait a turn to say their piece.

It was almost noon before I was able to get the floor. I thought I presented our organization's viewpoint quite well but opponents tore my ideas to shreds. I whispered to Green, "Why didn't you support me?" He said, "The timing was not right!"

During lunch Green asked, "Did you notice the intense feelings before this meeting started; the sensitivity of the issues and how the intense feelings increased? And then just before noon

weren't you aware of how the intensity began to decrease?"

Green continued, "This intensity will gradually decrease and I predict by late afternoon everyone will have said all they've come to say. By then the participants will be completely exhausted and ready to throw in the towel.

"There will be absolute silence," he said. "Some of the people will be wishing they hadn't said some of their cutting remarks. Many will be more confused now than they were before the meeting. The chairperson will probably be confused and will be trying to figure out a way to pull the meeting back together. But most of all the silence will be difficult for everyone to cope with.

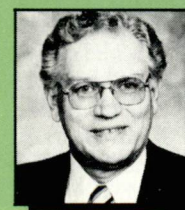
"This is the precise moment to stand up and get your message across," Green said, and that's exactly what he did! Standing calm, confident and well-poised, Green purposely spoke softly so the listeners would have to strain just a bit to hear. He reviewed some of the opposing viewpoints' benefits, tied them into his own thoughts, got his complete message across and concluded by proposing a solution.

Green's proposal was accepted immediately and practically unanimously. His secret was precise timing!

Posturing Yourself for Success

Benjamin Franklin offered sound advice when he said, "The way to sell an idea is to state your case moderately and accurately." More specifically, it's much more difficult, if not impossible, to get your message across by shouting or cutting down your opposition, or through intimidation or excessive assertiveness! Your message will never be communicated if you attempt to make the other person look wrong to make you look right.

During those critical, intense moments you can use the strategies and tactics described in this article to handle difficult opponents. This doesn't necessarily mean you'll win every time, but I guarantee that you'll have a much better chance of getting your message across under adverse situations. Perhaps most importantly you'll feel better about the way you handled yourself!



Dr. Milt Grassell has been a full-time consultant, speaker and seminar leader. He was a professor at Oregon State University.

UPDATE

Toastmaster Gill Receives Golden Mike Award

Harriet Gill has received the Golden Mike Award from the Radio and Television News Association of Southern California for her work in radio. Gill, a member of Single Speakers Club 593-5, in San Diego, California, is a community producer at San Diego's KPBS-FM. Her winning 10-minute essay, "Living Alone," aired locally last September and her commentaries are featured every Monday morning on KPBS. Gill credits her five-year Toastmasters membership as having contributed to her radio success.

Persian Gulf Club Praised

The Information Minister of Bahrain, an island in the Persian Gulf, recently praised the role of Manama Club 2916-U for its twenty years of public speaking encouragement. "Effective communication leads to better understanding and by teaching people how to communicate, the Toastmasters have been serving the cosmopolitan community on the island," said Tariq Almoayed at the Manama club's officer installation ceremony.

Zimmerman Park Dedicated

Toastmaster John Zimmerman Jr. of Norwalk, California, recently was honored by that city with the dedication of a park in his name. Zimmerman retired in 1982 after 25 years of active government service in Norwalk, including terms as city council member and mayor. He served as Toastmasters Founders District Governor in 1968 and was a charter member of the Founders Past District Governors Club.

Clubs 'Down Under' Host American Backpackers

A hearty thanks to fellow Toastmasters in New Zealand and Australia from Dave Dacquino and Mike Cosentino, dual members of Lockheed Club 1653-52 and Burbank Club 125-52 in California. Dacquino and Cosentino visited 13 Toastmasters clubs while backpacking across New Zealand and Australia last winter. "In all cases we found the most exciting, hospitable and fun people," says Dacquino, "and we were treated to native foods and sports, including white-water rafting and mountain climbing. We had a fantastic time—thanks from the bottom of our hearts!" Before they left, Dacquino and Cosentino presented each of the clubs 'down under' with a ribbon from the Lockheed Club.

Toastmasters Recognition

CTM

CTM recognition is awarded to a member who completes the 10 speeches in the Communication and Leadership Program or any 10 speeches in the 15-speech manual.

ATM

ATM recognition is awarded to a CTM who has:

- ✓ two years continuous membership to date of application
- ✓ completed three advanced manuals
- ✓ served as club officer
- ✓ given three speeches outside the Toastmasters club.

ATM Bronze

The ATM Bronze award is given to a member who has:

- ✓ an ATM
- ✓ completed three additional advanced manuals (may not be those completed for ATM)
- ✓ coordinated and conducted two Success/Leadership modules within two years of application
- ✓ presented five speeches, seminars or workshops to non-Toastmasters groups within two years of application (excluding those listed on ATM application).

ATM Silver

The ATM Silver recognition is awarded to a Toastmaster who has:

- ✓ an ATM Bronze award
- ✓ completed three additional advanced manuals (excluding those listed on ATM and ATM Bronze applications)
- ✓ conducted a training seminar in a company or in public, OR conducted a Toastmasters training session for club or district officers within two years of application (minimum individual presentation time is 30 minutes)
- ✓ judged two Toastmasters speech contests above the club level
- ✓ delivered a major platform address to a non-Toastmasters audience of 50 or more within two years of application.

DTM

The DTM award, the highest award in Toastmasters International, is presented to an ATM, ATM Bronze or ATM Silver who has:

- ✓ maintained four years continuous membership to date of application
- ✓ coordinated at least one registered Speechcraft and one registered Youth Leadership course within two years of application
- ✓ given at least five speeches before non-Toastmasters groups for a Toastmasters speakers bureau
- ✓ served a full term as a club officer and district officer
- ✓ sponsored five new members within one year of application
- ✓ been a sponsor or mentor for a new club, or rebuilt a single-digit membership club to 20 or more members as an appointed club specialist within four years of application.

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More Opportunity for Growth: TI Announces Improved Educational System

Toastmasters International is making some exciting changes in its educational system—changes that will provide members with more opportunities for communication and leadership training and more recognition for their achievements.

The changes stem from a changing membership. Throughout Toastmasters' 60-year history, members' goals and needs have evolved, and we have always changed our educational system to satisfy those needs and goals. Now research indicates our members' needs and goals have again evolved, so we have updated our educational system to meet current needs. The new educational system features these improvements:

1. A new 10-project Communication and Leadership Program manual. The new 10-project manual is in the new member kit and is also available through the Supply Catalog. Effective July 1, 1984, a Toastmaster who has completed any 10 projects in the 15-project manual may submit his or her Competent Toastmaster (CTM) application to World Headquarters.

Why the change? Because only one of five members who joins Toastmasters completes the basic manual. Much of this turnover can be attributed to a normal attrition rate. However, many members become discouraged over the amount of time it may take to complete 15 speech projects (an average of

21 months), and many are able to satisfy their immediate speaking needs before completing 15 speeches.

With the reduced number of speech projects in the basic manual, Toastmasters will be able to quickly develop the skills they need, earn CTM recognition faster and be motivated to enter the Advanced Communication and Leadership Program, where they may pursue their individual interests.

2. Two new advanced manuals. In December, 1984, two new advanced manuals will debut: *The Professional Salesperson* and *Technical Presentations*. These two new manuals will provide career-related communications training for perhaps the two biggest occupational groups represented within our membership—salespeople and engineers.

The two new manuals will bring the total of advanced manuals to nine. The other manuals are *The Entertaining Speaker*, *Speaking To Inform*, *Public Relations*, *The Discussion Leader*, *Specialty Speeches*, *Speeches by Management* and *The Professional Speaker*.

3. Reduced length-of-membership requirements for ATM and DTM recognition. Effective July 1, 1984, Toastmasters applying for ATM recognition must have two years continuous membership to date of application, while Toastmasters applying for DTM recognition must have four years continuous membership to date of application. The shorter membership requirements reflect the new shorter

basic manual and the large number of dedicated Toastmasters becoming eligible at a faster pace.

4. Two new educational awards. Effective July 1, the Advanced Communication and Leadership Certificate of Achievement award will be eliminated and two new awards will be added to the recognition given to Toastmasters for their educational achievements: Able Toastmaster Bronze and Able Toastmaster Silver.

The new educational award progression is as follows: CTM, ATM, ATM Bronze and ATM Silver. The two new awards will be incentives for members to continue their educational self-development and will promote manual speeches.

The requirements for these four levels of educational recognition are listed (see "Toastmasters Recognition"), along with the requirements for Distinguished Toastmaster (DTM) recognition, the award given for leadership achievement. The new ATM application form (1207) may be used for any of the ATM awards and is available from World Headquarters.

As a Toastmaster, you're encouraged to take advantage of the new opportunities for growth and recognition the new system offers. You're also encouraged to tell your club's members about the changes. You'll help yourself and your fellow Toastmasters learn and achieve, and you'll help your club achieve too.

HALL of FAME

DTMS

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

Patrick K. Nicholson
Pomona 12-F, Pomona, CA

John A. Garcia
Garden Grove Toasters 550-F, Garden Grove, CA

Theodore J. Kagan
Arrowhead 788-F, San Bernardino, CA

Bill Murdock
Burnt Toast 815-F, Riverside, CA

Debbie Hannegan-Madigan
Rise and Shiners 5341-F, Huntington Beach, CA

Paul P. Cronin
Los Olivos 5278-3, Phoenix, AZ

Carlos A. Figueroa
The Magic Word 2407-4, San Francisco, CA

Betty K. Gedelman
Saturday Savants 623-5, El Cajon, CA

Ilene J. McGowan
Olmsted County 564-6, Rochester, MN

Donald Stuart Kearton
Salem 138-7, Salem, OR

Kirk W. Wagner
First Interstate Bank 584-7, Portland, OR

George L. Morley
The Big "T" 694-11, South Bend, IN

Edwin E. Owens
Aliquippa 902-13, Aliquippa, PA

Charles E. Michel
Buckhead 1520-14, Atlanta, GA

Ruth H. Bergreen
Salt Lake City 3222-15, Salt Lake City, UT

Robert A. Bannon
The Capitol Club 5279-15, Boise, ID

William I. James Jr.
Southwest 2066-16, Oklahoma City, OK

J. B. Farmer
Lawrence 1814-22, Lawrence, KS

Ben Hambrick
Great Lakes, ATM 2876-28, Monroe, MI

Bob Swanson
Arlington Heights 1087-30, Arlington Heights, IL

LeRoy J. Nyquist
Janesville 1983-35, Janesville, WI

Charles B. Coble Jr.
Burlington 1835-37, Burlington, NC

Gladys M. Allison
West Rowan 2225-37, Cleveland, NC

Armand Perez
Glass House 4061-37, Winston-Salem, NC

Jodi Marchesani
Select 1638-38, Drexel Hill, PA

Renate E. Daniels
Capital Nevada 1813-39, Carson City, NV

John Paul Dudenhefer
Stimulus 3607-43, Memphis, TN

Carol E. Isselian
We Search 4593-46, Bloomfield, NJ

Richard G. Bashaw
Ft. Myers 1702-47, Fort Myers, FL

Vincent Lorson
Sterling-Rock Falls 2125-54, Sterling, IL

Henry E. Lajoie
Utica 3703-65, Utica, NY

ATMS

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

Diana Kay Phillips
Civic Center TM 4-F, San Bernardino, CA

Wilfried N. Beckmann
Century 100-F, Santa Ana, CA

Bernie Reinisch
Wordmasters 165-F, Westminster, CA

Phillip A. Minor
County Employees 1166-F, San Bernardino, CA

Roger L. Galloway
Barstow 1180-F, Barstow, CA

E. Robert Watson
Fluor Fluent Philosopher Irvine 4387-F, Irvine, CA

Walter H. Reinig
Narrators 1398-1, El Segundo, CA

Thomas Cobb
Libertarian 4211-1, Los Angeles, CA

Bruno Reinsky
Pro Master 240-2, Seattle, WA

David Thomas Bennett
Lighthouse 2148-2, Mukilteo, WA

Sigrun-Margarete Budnik
Eastside 3491-2, Bellevue, WA

Phillip M. Hampton
Naval Sport Activity 3662-2, Seattle, WA

Rudy Espino
Flagstaff 323-3, Flagstaff, AZ

Robert F. Schuetz
Reddys 1820-3, Phoenix, AZ

Ronald Steven Kaufmann
Winds of Fortune 4861-3, Tucson, AZ

Merrill Lovik
Sylvania 1880-4, Mountain View, CA

Doris Prince
Skyport Sunrisers 2772-4, San Jose, CA

Wayne Porter Keyes
Amyac 4460-4, Sunnyvale, CA

Leonard Viejo
Professional Mens 624-5, San Diego, CA

Jack M. Ruben
Matchless Speakers 3933-5, San Diego, CA

Gene B. Harrison
Expressions Unlimited 4130-5, Carlsbad, CA

Ida Greene
Sundowners 5026-5, San Diego, CA

Mary G. Pesch
High Noon 2676-6, Rochester, MN

Susan E. Fuehrer
Eye Openers 4106-6, Minneapolis, MN

Allan R. Warrior
Morning Glories 3788-7, Portland, OR

Terry Ladd Maddox
Commodore 654-8, Decatur, IL

Paul A. Eddy
Richland 406-9, Richland, WA

Fred E. Kohl
Moscow 575-9, Moscow, ID

Onni J. Perala
Cascade 993-9, Yakima, WA

Sheldon J. Rikke
Innovators 1023-11, Indianapolis, IN

Neal Rice
Magnavox 2568-11, Ft. Wayne, IN

Darcy D. Keller
Meridian 3497-15, Meridian, ID

Blake Morgan
The Capitol Club 5279-15, Boise, ID

Bob Goin
Edmond 170-16, Edmond, OK

Terry A. Zajic
Conoma 454-16, Oklahoma City, OK

Gloria Anne Waterloo
Will Rogers 645-16, Tulsa, OK

Mitchell R. Schwartz
Speak E-Z 1130-16, Tulsa, OK

Mary Lee Boatman
Tinker 1362-16, Midwest City, OK

Orbin Gill
New Dawn 4101-16, Lexington, OK

Earl E. Warren
Kritikos 1686-18, Fort George G. Meade, MD

Amy M. Moore
Columbia 3755-18, Columbia, MD

Kenneth Wayne Gray
Waterloo 101-19, Waterloo, IA

Donald G. Southwood
Downtowners 1325-19, Davenport, IA

Ordean C. Jacobson
Lincoln 370-20, Fargo, ND

Earl Purvis
Merritt Island 2537-47, Merritt Island, FL

Curt M. Schoeneman
Gainesville 3019-47, Gainesville, FL

Helen C. Cox
County Line 3299-47, Deerfield Beach, FL

Ray Floyd
County Line 3299-47, Deerfield Beach, FL

Daniel R. Salter
Athens/Limestone 314-48, Athens, AL

Shirley C. Wilcox
Vulcan Voices 512-48, Birmingham, AL

Frank C. Brown
Shaklee 1745-48, Montgomery, AL

Ram S. Giroti
Florence 2101-48, Florence, AL

William R. Tauzel
Capitol 4258-48, Montgomery, AL

Norman D. Glenn
Pearl Harbor 123-49, Honolulu, HI

S. Stanley Okamoto
Maui 910-49, Wailuku, HI

Watson W. Goldsmith
Hawaiian Electric 1416-49, Honolulu, HI

Greg C. H. Ching
Bancorp 3611-49, Honolulu, HI

Baldwin Yamashiro
Pacific Voice 3841-49, Hickam Air Force Base, HI

Janice F. Hutcherson
Santa Clarita Valley 1670-52, Santa Clarita Valley, CA

Jesse Johnston
Valley-Shore 3940-53, Centerbrook, CT

Judith Lynn Weyburg
Sundstrand Blue Blazers 1977-54, Rockford, IL

Vladimir A. Pospisil
New Braunfels 1722-56, New Braunfels, TX

Harvey H. Johle
Alzafar Shrine 2180-56, San Antonio, TX

Bert Leon Luna
Transco 3402-56, Houston, TX

James Clayton Napier
The Austin Club 4256-56, Austin, TX

Thomas Simons Garrett
Business-Professional 2207-56, San Antonio, TX

Suzy Gormley
Fort Bend 5129-56, Rosenberg, TX

Joseph J. Amare
Castro Valley 961-57, Castro Valley CA

Pamela M. Galwey
Blue Cross 4293-57, Oakland, CA

James M. Davis Jr.
Aiken 1355-58, Aiken, SC

Gerald E. Moore Jr.
Early Bird 2174-58, Charleston, SC

George R. Barnes
Orangeburg 3888-58, Orangeburg, SC

Carolyn G. Hart
Orangeburg 3888-58, Orangeburg, SC

Neil S. Taylor
Oshawa 2398-60, Oshawa, Ont., Can

Edward J. Yaworski
Scarborough 3090-60, Scarborough, Ont., Can

Paul Marlin Porritt
Skyway 3301-60, Burlington, Ont., Can

Lyle Stevens
Skyway 3301-60, Burlington, Ont., Can

D. Keith Chiles
Peterborough 3427-60, Peterborough, Ont., Can

Bill Chadwick
Hot Line 4993-60, Toronto, Ont., Can

Vigi S. Gurushanta
St. Lawrence 606-61, Montreal, Que., Can

Rodney A. Brenner
Whirlpool 202-62, Saint Joseph, MI

D. Alec McPherson Jr.
Twin City 1410-62, St. Joseph, MI

Donald Gene Vaas
Lear Siegler 2536-62, Grand Rapids, MI

George F. Millsaps
Maryville-Alcoa 1186-63, Maryville, TN

Sarah Burns Frizzell
S. Central/State Farm Insurance 2409-63, Murfreesboro, TN

William H. McKinney
Queen City 3967-63, Clarksville, TN

Daniel M. Pietz
Queen City 3967-63, Clarksville, TN

Jake Peters
Metropolitan 2454-64, Winnipeg, Man., Can

Allan Shaw
Presidents 3751-64, Winnipeg, Man., Can

Al Reeves
Rochester 476-65, Rochester, NY

Lois H. Cole
Empire Statesmen 1427-65, Syracuse, NY

Clayton E. Hunt Jr.
Elmgrove 2356-65, Rochester, NY

Kirk Jon Starczewski
Utica 3703-65, Utica, NY

John D. Rezabek
Tactical Air 2619-66, Langley Air Force Base, VA

Lincoln Taylor
Blacksburg 3351-66, Blacksburg, VA

Subhash C. Pal
Downtown 2455-68, Baton Rouge, LA

John Peden Dart
Alpha 1764-69, Brisbane, Qld., Aust

Robert Bonfield
Sunnybank 3110-69, Brisbane, Qld., Aust

Joseph Da Cruz Gonsalves
DC 3761-69, Brisbane, Qld., Aust

J. Joyce Lintern
Seafarers 2270-70, Newport, N.S.W., Aust

Arthur Thomas Ware
Parramatta 2274-70, Parramatta, N.S.W., Aust

Mildred May Mitchell
Illawarra 2822-70, Hurstville, N.S.W., Aust

Robert Charles Williams
Sea Eagles 2951-70, Sydney, N.S.W., Aust

Peter Michael Anicich
Mosman TM Club 3687-70, Mosman, N.S.W., Aust

Graham Buntain
Ginninderra 4289-70, Canberra, Act., Aust

Roy Barry Potter
Kings Langley 4875-70, Seven Hills, N.S.W., Aust

Joseph B. Wetzel
Pukekura 2176-72, New Plymouth, NZ

Raymond Dale Puddy
Tamatea 1920-72, Tamatea Napier, NZ

Graeme Campbell Anderson
North Shore 2256-72, Auckland, NZ

Richard Gordon Bridge
Wanganui 2471-72, Wanganui, NZ

Gordon Thomson Woodrooffe
Akarana 3398-72, Auckland, NZ

Raymon A. Thatcher
Knox 1179-73, Knox, Vic., Aust

George James Christie
Durban 1406-74, Durban, RSA

James H. Taylor
TM Club of Mexico City 3245-U, Mexico City, Mexico

NEW CLUBS

3921-1 Beach Cities
Manhattan Beach, CA—Thurs., 7 a.m., Cafe Courtney, 2701 Pacific Coast Highway (545-5324).

2139-2 TBD
Kent, WA—Thurs., 11:30 a.m., Boeing Space Center, P.O. Box 3999 M/S 8A-50 (773-0527).

2684-2 Tyece
Seattle, WA—Mon., noon, Aetna Plaza, 2201 6th Ave., Suite 806 (467-2373).

5448-2 1040
Seattle, WA—Tues., 11:30 a.m., New Federal Building, 915 Second Ave., Rm. 2498, P.O. Box 854 M/S 630 (442-4774).

5450-3 Early Blues
Phoenix, AZ—Wed., 7 p.m., Blue Cross and Blue Shield of Arizona, 2444 W. Las Palmaritas Dr. (864-4456).

5451-3 Old Pueblo Orators
Tucson, AZ—2nd & 4th Mon., 6:30 p.m., Season's Restaurant, 345 W. Drachman (887-1783).

5471-3 TEP

Tucson, AZ—Thurs., 6 a.m., Tucson Electric Power, Main & Toole (743-7426).

5430-4 New Horizons

San Francisco, CA—Mon., 7:30 p.m., Unity Christ Church, 2690 Ocean Ave. (566-4122).

5484-3 Softalkers

Phoenix, AZ—Mon., 4:15 p.m., GTE Communications Systems, 2500 W. Utopia Rd. (582-7589).

5435-5 Baja California

Tijuana, Baja California, Mexico—Thurs., 7:30 p.m., Centro Cultural Tijuana, Paseo de Los Heroes y Mina (698-7901).

5474-6 Valleymasters

Golden Valley, MN—Tues., noon, Honeywell Residential Division Office, 1985 Douglas Dr. (542-3306).

5442-7 High Nooners

Bend, OR—Tues., noon, Walking Horse Cafe, Trailways Depot, 1070 N.W. Bond St. (382-0162 or 382-4664).

5480-7 Old Town

Portland, OR—Tues., 6:45 a.m., Elmer's Steak House, 220 N.W. Second Ave. (226-4211 or 226-3502).

1206-10 Express

Akron, OH—Wed., 7 p.m., U.S. Post Office, 675 Wolf Ledges Pkwy., Rm. 128 (379-0491).

1690-10 Timken Company

Canton, OH—Tues., 6 p.m., Timken Company, Personnel Bldg., 1835 Eueber Ave. S.W., Conference Room (837-3094).

2188-11 Tech Center

Fort Wayne, IN—Mon., noon, Magnavox Technical Center, C-2, 1010 Production Rd. (429-6683).

2795-11 ILICO

Indianapolis, IN—Thurs., 11:30 a.m., Indianapolis Life Insurance Company, P.O. Box 1230-B (927-6552).

5432-13 Airways

Pittsburgh, PA—Wed., noon, Greater Pittsburgh International Airport, FAA Tower, P.O. Box 12406.

5489-14 Russell Building

Atlanta, GA—Tues., noon, Russell Federal Building, 75 Spring St., S.W. (221-4998).

5431-16 Out to Lunch

Tulsa, OK—Thurs., noon, Cities Service Technology Center, 4500 S. 129th East Ave. (561-1332).

4281-16 Phoenix

Tulsa, OK—Tues., 6:30 p.m., Christ United Methodist Church, 3515 S. Harvard (496-0651).

5467-16 Flyers and Floaters

Oklahoma City, OK—Thurs., 11:30 a.m., FAA Center, S. MacArthur Blvd. (686-2417).

5427-17 Golden Age

Great Falls, MT—Wed., 8:30 a.m., Senior Citizens Center, 1004 Central Ave. (452-2838).

5477-16 Shawnee

Shawnee, OK—Tues., 6 p.m., Cinderella Motel, 623 Kickapoo Spur (273-0547).

5488-21 Richmond

Richmond, British Columbia, Can—Tues., 6:30 p.m., McRoberts School, 8980 Williams Rd. (271-0365).

5468-24 Loup Valley

Ord, NE—Mon., noon, Ord Drive In, 109 N. 24th St. (728-3798).

5485-25 Vernon

Vernon, TX—Tues., 7 p.m., Choppin' Block Restaurant, 287 Expressway (552-9901).

5481-26 Currently Speaking

Colorado Springs, CO—Thurs., 6:45 a.m., Current Inc., 1025 E. Woodman Rd. (598-0837).

5466-26 Midtown

Denver, CO—Mon., 11:30 a.m., Midtown Medical Building, 2005 Franklin St. (861-3480).

5487-28 TRW Tostitos

Sterling Heights, MI—Fri., noon, TRW Steering & Suspension Division, 34201 Van Dyke Ave. (977-1259).

5457-30 Evanston

Evanston, IL—1st & 3rd Thurs., 7 p.m., Evanston YMCA, 1000 Grove St. (256-7615).

5464-31 Voice of Franklin

Franklin, MA—The Franklin House, Chestnut Street (295-9227).

1910-33 Harmon-Izers

Las Vegas, NV—Thurs., 7:30 p.m., Church of Religious Science, 1420 E. Harmon (459-3967).

5428-36 District Heights Municipal Center

District Heights, MD—1st & 3rd Mon., 7:30 p.m., District Heights Municipal Center Bldg., 2000 Marbery Dr. (325-7535 or 325-7536).

5437-36 Vagabond

Rockville, MD—Sun., 6:30 p.m., Members' Homes, Rockville (460-5177).

5443-36 Fil-Am

Washington, D.C.—2nd & 4th Tues., 7 p.m., Capital Hilton, 16th and K Streets N.W. (924-2242).

5490-36 TRW Skyliners

Falls Church, VA—Wed., noon, TRW Inc., 5203 Leesburg Pike (671-4200).

3158-37 Tower

High Point, NC—Tues., 7:15 a.m., McPherson Campus Center, High Point College (885-5101, x 253).

5447-40 Farmers Insurance

Columbus, OH—1st & 3rd Mon., 11:45 a.m., La Scala's, 4199 W. Dublin-Granville (764-7282).

5495-40 Procter & Gamble MSD

Cincinnati, OH

5463-46 Speakers with Authority

White Plains, NY—Tues., noon, New York Power Authority, 123 Main St. (681-6802).

5465-42 Soo Line

Weyburn, Saskatchewan, Can—Tues., 7:30 p.m., Whistler's Restaurant, 7 Souris Ave. (842-7317).

5469-43 Starkville

Starkville, MS—2nd & 4th Wed., 5:30 p.m., Western Sizzlin Steak House, 111 Eckford Dr. (323-3802).

5440-44 City Employees

Abilene, TX—Fri., 11:30 a.m., Civic Center, 1100 North 6th (676-6309).

3331-47 Single

St. Petersburg, FL—Mon., 6:30 p.m., Red Lobster, 2773 66th St. N. (577-1080).

5438-47 Speak Up

Fort Lauderdale, FL—Thurs., 6 p.m., Denny's Restaurant, 3151 N.W. 9th Ave. (491-4877).

5459-47 Labor & Employment Security

Tallahassee, FL—2nd & 4th Fri., noon, Koger Executive Center, Atkins Building, Rm. 307 (487-2163).

5486-47 Venice

Venice, FL—Tues., 7:30 a.m., Heritage Nursing Home, 1026 Albee Farm Rd. (488-8143).

5449-48 Covington

Andalusia, AL—Tues., 6:30 p.m., Alabama Electric Cooperative Board Room, Highway 29 North (222-2571).

5455-48 Sparks Speakers
Birmingham, AL—Mon., noon, The Center for Developmental and Learning Disorders, 1712 7th Ave. South (934-5457).

1549-52 Times Toasters
Los Angeles, CA—Tues., noon, The Los Angeles Times, 145 S. Spring St.

5433-52 Fancy Footers
Los Angeles, CA—Wed., 7 a.m., Coopers & Lybrand, 1000 W. Sixth St. (481-1000).

5446-53 Adiron Dack
Glens Falls, NY—1st & 3rd Thurs., 6:30 p.m., Costello/Rossi Restaurant, Rt. 9 North (798-1531).

5436-56 "Second Wind"
Houston, TX—Mon., 12:10 p.m., Forty Plus of Houston, 3935 Westheimer, Ste. 205 (850-7830).

5472-56 Conoco
Houston, TX—Conoco Tower, Ste. 918, P.O. Box 2197 (965-3988).

5475-56 Brown & Root
Houston, TX—Thurs., 11:30 a.m., Brown & Root, Inc., 4100 Clinton Dr. (676-7885).

3762-58 Bi-Lo
Mauldin, SC—1st mon., 3rd Thurs., 5:30 p.m., Bi-Lo Inc., General Office, P.O. Drawer 99 (288-1140, x 211).

5429-58 Starlifters
Charleston Air Force Base, SC—1st & 3rd Thurs., 11:30 a.m., Charleston Air Force Base, Officers' Club (572-2623).

5452-58 Good Morning Myrtle Beach
Myrtle Beach, SC—Thurs., 7:30 a.m., Kettle Restaurant #2, 6409 N. Kings Hwy. (448-8506).

5439-60 Bard's Orators
Stratford, Ontario, Can—Thurs., 7 p.m., Zion Lutheran Church Hall, 202 Erie St. (271-1920).

5445-60 Oshawa Revenue
Oshawa, Ontario, Can—Mon., 12:30 p.m., Ministry of Revenue Board Room, 33 King St. West (433-6697).

5456-60 Meadowvale Bits & Bytes
Mississauga, Ontario, Can—1st & 3rd Wed., 5:15 p.m., The Cooperators, 6820 Century Ave. (821-2252).

5441-61 Parliament Hill
Ottawa, Ontario, Can—Thur., 6:30 p.m., House of Commons, Parliament Hill (237-6010).

5444-61 Civic Hospital
Ottawa, Ontario, Can—Tues., 5:30 p.m., Ottawa Civic Hospital, 1053 Carling Ave., Greenery Cafeteria, Rm. 3 (829-6931).

5458-61 Luncheon Troupers
Ottawa, Ontario, Can—Mon., noon, Amoretto's, 366 Lisgar St. (560-3332).

5470-62 Eastern Region
Flint, MI—Wed., 7 a.m., & noon, Consumers Power Co., 3201 E. Court St. (235-1511, x 419).

2162-63 Speakers Bureau
Chattanooga, TN—1st Sat., 7:30 a.m., Country Place Restaurant, Interstate 75 and Ringgold Rd. (842-1416).

4191-65 Olean
Olean, NY—1st Tues., & 3rd Thurs., 7:30 p.m., Hysol Div. Dexter Corp., 211 Franklin St. (372-6300, x 245).

4350-65 Downtown
Buffalo, NY—2nd & 4th Wed., 8 a.m., Glass Abbey Restaurant, 248 Washington St. (842-5280).

5460-65 AM Lockport
Lockport, NY—Thurs., 7 a.m., Courtyard Restaurant, Cann Street (434-9726).

5473-65 Wine Country
Bath, NY—2nd & 4th Tues., 7 p.m., Haverling High School, Rm. 110, Ellis St. (776-7270).

5426-66 Smithfield
Smithfield, VA—1st & 3rd Wed., 7 p.m., Old Courthouse, 128 W. Main St. (357-4574).

5479-68 Spring Speakers
Denham Springs, LA—Tues., 7 p.m., Chinese Inn, S. Range Ave. (665-3830).

5434-69 Barrier Reef
Townsville, Queensland, Aust—Mon., 6:30 p.m., Midtown Hotel/Motel, 718 Sturt St. (745453).

1650-70 Majura
Canberra, A.C.T., Aust—2nd & 4th Wed., 7 p.m., Olympic Soccer Club, Antill St. Dickson.

4209-70 Leisure Coast
Wollongong, N.S.W., Aust—2nd & 4th Tues., 7:30 p.m., Illawarra Master Builders Club, Church Street (711612).

5483-70 Weston Creek
Canberra, A.C.T., Aust—Mon., 7 p.m., Royals Rugby Club, Liardet St. (88 7982).

5461-71 Maidenhead Speakers
Maidenhead, Berkshire, England—Mon., 7:30 p.m., Maidenhead Public Library, St. Ives Rd.

5462-71 Clonmel
Clonmel, County Tipperary, Ireland—2nd & 4th Thurs., 8 p.m., Clonmel Arms Hotel (85257).

5482-71 Crusaders
Cork, Ireland—Thurs., 8 p.m., Jurys Hotel, Western Road.

5478-73 Shepparton
Shepparton, Vict., Aust—AMP Society Building, 219 Wyndham St. (218979).

5476-75P AFP National Reservists
Cubao, Quezon City, Philippines—Tues.

288-U Port Dickson
Port Dickson, Negri Sembilan, Malaysia—2nd & 4th Tues., 8 p.m., Esso Refinery, Conference Room (473185).

1045-U Zweibrucken
Zweibrucken, West Germany—Weekly, Zweibrucken Air Base (06332-86-7177).

3333-U Kasugai
Kasugai City, Aichi, Japan—2nd & 4th Sun., 10 a.m., Kasugai Shimin Kaikan (931-7541).

ANNIVERSARIES

50 Years

Montebello 20-F, Montebello, CA

45 Years

Capital City 142-39, Sacramento, CA

35 Years

Savannah 705-14, Savannah, GA

Andrew Jackson 704-29, Niceville, FL

25 Years

Riverside Breakfast 1348-F, Riverside, CA

Presidio 3012-4, San Francisco, CA

Auburn Morning 329-32, Auburn, WA

Speechmasters 2996-36, Washington, D.C.

Ephrata "Cloister" 3011-38, Ephrata, PA

20 Years

Bacchus 3791-15, Magna, UT

Free State 3800-18, Baltimore, MD

DSD 3757-52, Van Nuys, CA

Wanderers 2305-74, Johannesburg, RSA

Manama 2916-U, Manama, BAH

15 Years

Bay Cities 3645-1, Redondo Beach, CA

Potomac Edison 2613-18, Hagerstown, MD

New Bern 2812-37, New Bern, NC

Lebanon TM Club 2118-38, Lebanon, PA

10 Years

Action 1885-5, San Diego, CA

Interstate North 2823-14, Atlanta, GA

Southside 3894-14, Robins AFB, GA

Up and At-Em 1627-16, Tulsa, OK

Grumman 3188-46, Bethpage, NY

Telephone Pioneer 845-47, Miami, FL

Speakeasy 2208-56, Houston, TX

Essendon 1568-73, Essendon, Vic., Aust

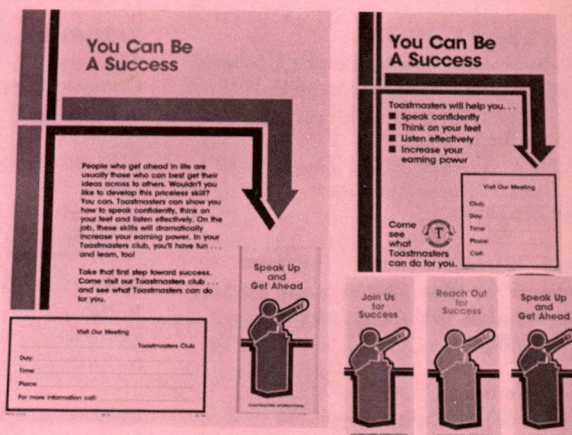
Spread the Word About Toastmasters!

Toastmasters can lead you to greatness. And that's no secret. So why not tell everyone about it? Starting today — with these appealing promotional tools...

367-368. New TI Posters. These eye-catching works of art will help you get your message across quickly and eloquently. Two sizes available. The smallest (367), is 11" x 14". The color scheme is navy blue and white and there's space for your club's name, meeting time and place and phone number. Set of 10: \$2. The large red, white and blue poster (368) is 22" x 17" and comes with a plastic stick-on brochure holder. Set of three: \$4.

99-101. New Brochures. Toastmasters has completely revised its promotional brochures, giving them an attractive design that compliments the new posters. The new bro-

chures include *Reach Out For Success* (99), which tells prospective members what Toastmasters is all about; *Join Us For Success* (100), which includes statements from prominent persons who have been helped by Toastmasters; and *Speak Up and Get Ahead* (101), which is tailor-made for company clubs that want to promote their programs within their organizations. Clubs may request up to 15 of the above brochures at no charge. Additional copies are 2 cents each. Contact World Headquarters' order department for details on quantity prices for orders of 1000 or more.



267. Communication Achievement Award. Now your club can honor a local dignitary for outstanding communication achievements and gain valuable publicity at the same time! Comes complete with a handsome award plaque ready for engraving and a helpful "how to" booklet with valuable tips on who to select, how to present the award and how to gain the needed publicity. \$22.00



363. Highway Sign — 22". Features the Toastmasters emblem in weatherproof paint with reflecting Scotch-like "T." Provides an excellent way to publicize Toastmasters — and your own club — in your community. Pre-drilled holes make this sign easy to attach. \$25.00



376. Membership and Extension Slide Presentation. This unique 40-slide show provides a great way to introduce Toastmasters to a civic group, business association or prospective club. The show comes with professionally prepared slides and a script booklet. \$15.



377-378. TV, Radio Public Service Announcements. Let Earl Nightingale work for you! These 30-second television and radio public service spots will go a long way toward making the Toastmasters program better known in your community. Information sheets with tips on how to use the tapes are included. Television spots (377), \$25; Radio (378), \$5.



369-370. TI License Plate Frames and Bumper Stickers. Carry Toastmasters with you wherever you go... or give these popular items as gifts. Let everyone know how proud you are to be a Toastmaster. License Plate Frames (369) sold only in sets of two — \$2.50, plus \$1 postage and handling (U.S.). Bumper Stickers (370) come in sets of two — \$1.25



384. Official Club Meeting Plaque. White plastic plaque, 10" square. This attractive plaque makes an effective promotional tool to hang in restaurants, auditoriums, business rooms... wherever your club meets. Includes pressure-sensitive decals for posting the day and hour of your meeting. \$3.50.

