

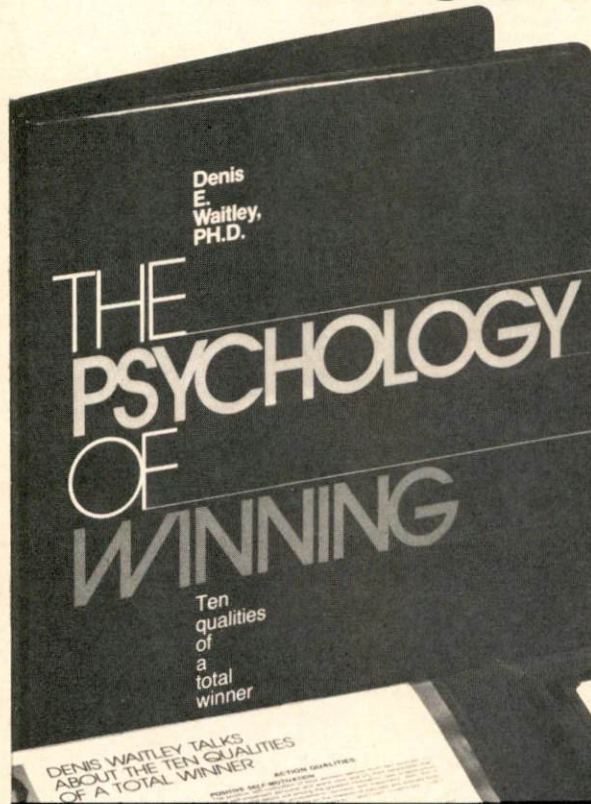
The Toastmaster

NOVEMBER 1978



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The Toastmaster

November 1978 Vol. 44 No. 11

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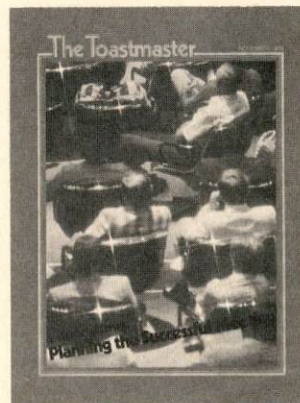
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COVER

The task of organizing, planning and staging an effective meeting — whether in your club, organization or business — is one that should not be taken lightly. It is a giant responsibility, one requiring much time, effort and ability. That is why today's meeting planner needs all the help he can get. And that is precisely what this "special issue" of The Toastmaster is all about.



Published monthly to promote the ideals and goals of Toastmasters International, an organization devoted to improving its members' ability to express themselves clearly and concisely; to develop and strengthen their leadership and executive potential; and to achieve whatever self-development goals they may have set for themselves. Toastmasters International is a non-profit, educational organization of Toastmasters clubs throughout the world. The first Toastmasters club was established by Dr. Ralph C. Smedley on October 22, 1924. Toastmasters International was organized October 4, 1930 and incorporated December 19, 1932. This official publication of Toastmasters International carries authorized notices and articles regarding the activities and interests of the organization, but responsibility is not assumed for the opinions of authors of other articles. Second class postage paid at Santa Ana, California. Copyright 1978 by Toastmasters International, Inc. All rights reserved. The name "Toastmasters" and the Toastmasters emblem are registered trademarks of Toastmasters International, Inc. Marca registrada en Mexico. PRINTED IN U.S.A. □ All correspondence relating to editorial content or circulation should be addressed to THE TOASTMASTER Magazine, 2200 N. Grand Ave., P.O. Box 10400, Santa Ana, California 92711. Telephone: (714) 542-6793. Non-member price: \$6.00 a year. Single copy: 50¢ (ISSN 0040-8263).

The Idea Corner

All too often, we at World Headquarters hear a common complaint from Toastmasters attempting to satisfy their ATM or DTM requirements. What's the big problem? It seems that, to many Toastmasters, the idea of giving three (ATM) or five (DTM) speeches outside of the normal club environment poses somewhat of a monumental problem.

"No one wants to hear me speak" most seem to say. "And even if they do, there's no way for me to find them."

Well, as the old song says, "it ain't necessarily so!"

Groups and organizations of every size, shape and description are constantly looking for qualified speakers to help them tell their stories and promote their organizations. And, contrary to what most of these people think, they really are looking for you!

In the past few months, for example, Toastmasters International has been contacted by a number of groups wishing to utilize the abundance of talent available in our organization, either through speakers bureaus or by supplying information for speeches. The following listing is by no means complete, but it may help give you some idea of how you can reach out, speak up and get involved!

- *1979 International Summer Special Olympics* — Toastmasters International has been asked to participate in a nationwide speakers bureau, with the main purpose to call attention to the important contributions of the 1979 International Special Olympics and the tremendous help it gives to the mentally handicapped.

What exactly is the Special Olympics? It is an international program of sports training, physical fitness and athletic training for mentally retarded children and adults. It is unique in that it accommodates competitors at all ability levels by assigning them to "competition divisions" based on both age and

actual performance. The program has been so successful that, in 1977, over 700,000 mentally retarded individuals took part.

Want to speak on behalf of these Special Olympics and help make their 1979 program — scheduled for August 8-13 at State University College in Brockport, New York — a great success? If so, write to: Special Olympics, Inc., 1701 K Street, Northwest, Suite 203, Washington, D.C. 20006.

- *American Cancer Society* — Need a good speech topic for your next meeting or outside speaking engagement — one that will really grab your audience? If so, the American Cancer Society has made some new material available that may prove to be just what you need.

"Facts on Oral Cancer," "Facts on Hodgkin's Disease," "Facts on Cancer of the Larynx" and "Facts on Stomach and Esophageal Cancers" are the newest in a series of site pamphlets published for the public by the group. Each pamphlet gives basic facts on a particular cancer, describes signs and symptoms, lists risk factors and discusses current advances in detection, diagnosis and treatment.

Copies of these and the other 17 site pamphlets in the series are available *free* from local American Cancer Society offices around the country.

Next time, why not give a *really* good speech . . . for a *really* good cause?

- *The General Federation of Women's Clubs* — World Headquarters has recently helped the General Federation of Women's Clubs (GFWC) develop a speech contest manual and procedures for a nationwide speech contest they are currently conducting under the name "The Federation's Role in Our Enterprise Economy" (FREE).

As part of this program, the GFWC will be calling on Toastmasters clubs throughout the country to assist the youths participating at the various contest levels and to

act as judges and contest officials.

This is, we're sure you'll agree, a unique opportunity for you — and all the members of your club — to become more actively involved in your community. For further information as to what you and your club might do in this program for your local area, write: General Federation of Women's Clubs, 1734 N Street, Northwest, Washington, D.C. 20036; (202) 347-3168.

- *Reader's Digest/Boy Scouts of America Public Speaking Contest* — For years Toastmasters from all over the United States have participated in this tremendous program, both at the regional and national levels, as speech contest judges and contest officials. This year will be no different . . . so why not join them!

For more information on how you can get involved in this fine program write: Boy Scouts of America, North Brunswick, New Jersey 08902.

- *Chamber of Commerce of the United States* — Inflation. We've all heard a great deal about it over the last few years. But do we really understand it? You can — and so can your audiences — with the help of the U.S. Chamber of Commerce.

The Chamber of offering members of Toastmasters International factual information on inflation and the free enterprise system in the "Free Enterprise Speech File."

"You Can't Talk Inflation Down," "Where the Jobs Come From" and "How Government Rules Affect Your Prosperity" are the titles of some of the information pieces included in this valuable packet.

For more information, write: Chamber of Commerce of the United States, 1615 H Street, Northwest, Washington, D.C. 20062.

So, you see, there actually are people out there who want to hear you speak — some who will even furnish you with speech material. The final decision, however, is up to you.

Now . . . what are you waiting for? ■

PACE Yourself for Success

Have you ever left a business or club meeting with a feeling it was a waste of time? Most people have had such an experience. But why are some meetings very fruitful and others mediocre or dismal failures? Usually, the success of a meeting revolves around the preparation by the leader.

Productive meetings are a result of advance planning and follow-up. Compare the setting with that of a theatrical production, a stage play, opera or musical. Each has a leader or director, a purpose, script or score, players or musicians, an appropriate setting arranged to fulfill the expectations of an audience. Success depends on the skill of the director, the talents of the players, the harmony of voices, instruments and environment. Everything must be attuned for maximum fulfillment.

The ingredients that set the stage for productive meetings are much like a theatrical production. These comprise all the components of an old adage: "Six wise men taught me all I know; their names are *Why, What, Who, Where, How and When*." They are: 1) Objectives or Purpose (*Why*); 2) Agenda (*What*); 3) Participants (*Who*); 4) Arrangements (*How*); 5) Place (*Where*); and 6) Time (*When*).

With this awareness, learn to PACE yourself (Prepare — Act — Control — Evaluate).

Prepare for the leadership role by focusing on the meeting objectives or purpose to accomplish a desired end result. This may be to give, collect or exchange information. It may be to entertain or educate. Preparing yourself for the meeting includes last minute follow-up with everyone involved, also checking out the stage itself to ensure both the players and props will be in place on cue.

Act the leadership role by opening the meeting with primary focus on *why* we are here, followed by an explanation of *what* is to be accomplished in the announced time period. Like the holder of the baton in front of an orchestra, there can only be one leader guiding the participants through a prepared agenda. This requires patience, initiative, judgment, communication skills, awareness of human relations and, perhaps most important, self-control.

Control the output of participants. This requires an advance understanding of the role each participant will play, reports to be presented, the probable pro and con discussion. Be aware that all the players come to act, to be heard. The leader's challenge is to harmonize the voices to fulfill the desired meeting purpose.

Evaluate the end result of each meeting to ensure success or determine the reasons for a mediocre result or disaster. Ask yourself if the desired results were achieved. If future meetings are to be effective, everyone should share in the evaluation. Therefore, first pursue self-evaluation; you are probably your best critic. Second, ask a qualified meeting leader to evaluate your performance. And third, seek evaluation of all participants. They too want to ride with a winner.

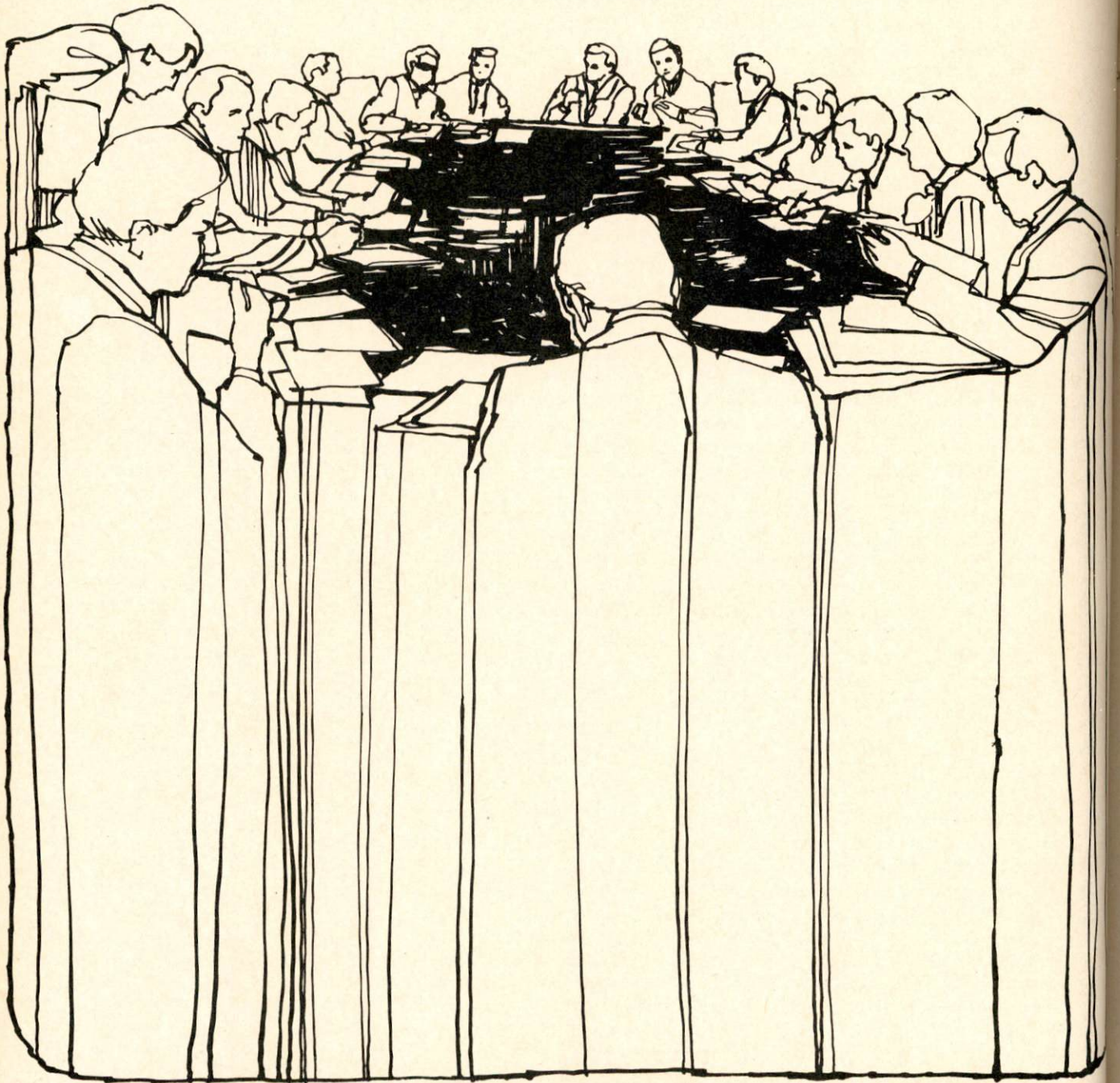
Running productive meetings can be an easy task. But, as with any leadership role, it takes practice. Why not take advantage of the unusual opportunity your Toastmasters club provides you with? PACE yourself and make every meeting you'll ever attend more enjoyable and productive . . . in business and in Toastmasters. ■



A handwritten signature in dark ink, which appears to read "Hubert E. Dobson".

Planning Your Program: Ten Ways to Avoid Poor Meetings

Deciding which presentation methods best fit your meeting needs can be, at best, a most perplexing problem.



There are far too many bad meeting planners around when you consider the breakthroughs that have been made in recent years in the behavioral sciences. The meeting attendee has been analyzed, assessed and dissected over the years and a wealth of information about him and the learning process is available to the meeting planner. Despite this information explosion, however, attendees still sit through poor meetings.

Poor meeting planners fall into two categories. Either they stick to the old techniques, usually a general session, with speaker, plus visuals, year after year, or they adopt any new technique they read about — whether it fits their needs or not.

A new one comes along and they (1) try to use it to solve all their meeting problems, including some that it was never intended for, or (2) they stretch the technique's label to cover completely different methods.

As meeting planners, let's try to de-emphasize the *cure-all* technique. We're better off to start with the problem and then look for suitable methods.

The Fundamental Questions

Before you attempt to choose meeting methods and styles, it is wise to consider the sequence in which you should plan your program. These are the questions you should ask yourself before you begin:

1. *What is the past history?*

What type of meeting has our company staged in past years? How were the meetings received? Are they generally regarded as being successful? Is a banquet traditional? What themes have been used?

If you've been doing the planning for the past few years, then you already know the answers. But a few minutes spent considering the successes and failures of past meetings can save you a lot of trouble this year.

If you're new at planning meetings, the questions are important. If the sessions you're planning are radically different from previous meetings, be certain management is ready to accept your plans before you get too far into the details. While it's good to try the new and

different if it suits your needs, we must also remember the realities of corporate life. Time spent selling your innovations to management before your plans gel is much more time and effort saved later.

2. *What size budget will I work with?*

This is another area that seems too obvious to discuss, but time and again neophyte planners let themselves get locked into programs where a disproportionate share of their meeting budget goes to hire an "inspirational" speaker or produce a big bang opening. Consider your fixed expenses and then decide how much you can spend on meeting content. If you have to cut back on hospitality or entertainment costs in order to provide a "name" speaker, you can make an intelligent decision only if you know the variables in advance.

3. *What required elements does management insist upon?*

There's no point in staging a forum, panel discussion and workshop if management insists that every executive must make a speech at the general session — whether he has anything to say or not. You can try to dissuade them and to offer alternatives to the speeches, but harsh reality dictates considering management's prejudices early in the game.

Know Your Taboos

Learn all you can about the taboos also. One large company was headed by a teetotaler and all meetings staged by the company were non-alcoholic. The company meeting planner, faced with the realities of entertaining a group of salespeople, had to disguise his outlay for refreshments under other names.

Another large company disliked spending money for staging. Management insisted such money was wasted. The meeting planner, again facing the reality of modern meeting requirements, felt justified in hiding the staging in other parts of the meeting budget.

4. *Who is our audience?*

The size of the group you plan for is essential and should be considered carefully. Techniques which are effective for a small group may be deadly for a large group. Many small groups are slighted at planning time because the person responsible mistakenly assumes small groups

need less direction than large ones.

Large groups divided into small groups are often leaderless. Because the group is small, it is assumed that it is homogeneous and goal-oriented. A few discussion sessions and the problem is solved. Instead the group, when it meets, rambles on and on and nothing is accomplished at the meeting. Maybe an executive is serving as a discussion leader and he has summed up his views at the beginning of the meeting, successfully stilling any of the "ideas" he will ask for.

Generating Discussion

Consider ways in which you can introduce small group discussions. Perhaps you can assign reading material and special information which the attendees read in advance. At the meeting, the attendees material will be discussed on an informal basis, hopefully permitting the attendees to relax and to participate more freely in group discussions that follow.

Large discussions have limitations which must be considered also. For example, you never can succeed in any type of training with a large group unless you break it down into smaller units. Training requires skill, practice, direction and on-the-spot supervision which is not possible under lecture hall conditions.

What kind of mental makeup does your audience have? For example, salespeople are talkers and doers, not listeners. Quiet, introspective people usually are not attracted to selling careers, but unfortunately, they are the prototype of the audience for whom many meetings are staged. Everybody enjoys participating in meetings; for the salesperson, it's mandatory. He or she just isn't equipped mentally to follow long, involved lectures — and if you present your information in such a form you're wasting your time and the salesperson's.

5. *Where is the meeting being staged?*

Many meeting planners err here. They take their group into a luxurious resort — with every conceivable facility for fun and relaxation — and their attendees see little more than a quick glimpse through the meeting room window.

There is no immutable law that says every meeting must start at 9:00 sharp. If you must use every minute of your schedule, have your

session start at 7:00 or 7:30 in the morning, run through 11:00 and break for three or four hours. During those hours your attendees are free to use the recreation facilities. Or give them the morning off and schedule your sessions from lunch through 10:00 that night. Your people will be better meeting attendees because they'll be refreshed and, more important, they won't sit through your sessions full of smoldering resentment.

6. *How much time do you have?*

There are different problems you must tackle depending upon the length of your meeting.

For short meetings, you must limit your objectives to one, or maybe two, at the most. You will find the short meeting difficult to use if you're trying to give out information or data. You have only a short time to get your message over and, unless you have time to review the material for the slow learners and time to get feedback to see how well you're getting through, a meeting may not be your best vehicle. You might do a much better job writing out the information and distributing it before the meeting. At the meeting you could hold quiz sessions to test knowledge. (Let the people know they'll be tested when you give them the material.)

Pace Your Meeting

Pace is especially important for a small meeting. You don't want too much excitement over a sustained period of time because you don't want to overtire the audience. Give your attendees a chance to relax their minds periodically, a time of quiet in which they can digest the material being thrown at them. This is important for any type of meeting, but planners are apt to err with small groups more easily. Because the time is short it's easier to keep the meeting going full blast, and planners forget they need peaks and valleys in both long and short meetings.

For longer meetings you have the time to prepare and discuss information more thoroughly and to have feedback. Because they have so much time, planners often plan sessions which drone on forever.

It is good advice the experts give when they suggest you make the meeting only long enough to achieve your objective. (But if the top brass

decides your meeting is going to run for three days, there's not too much you can do about the length.)

You can change content, however. You're always being cautioned about having too many objectives. It's possible to have too few, also. If yours is too-long meeting, give it something more to do. If you are bringing the men in to announce new policy, why not schedule some training, or add to their product knowledge? Ask yourself if there are valid additional objectives you just haven't considered. Don't just add a couple of sales films to pad out the program.

7. *What are your meeting objectives?*

We'll assume you have pared these down to the nubbins and each objective states *one change* you want to make. Some meeting techniques are better than others for achieving particular objectives. For example, if you want to impart information you must plan feedback to see that the audience is getting your output. Schedule question-and-answer periods. Use buzz groups.

If you wish to change attitudes, you need audience involvement. Nobody is ever changed. The individual must do the changing. You have to create the desire to change by involving him or her in the meeting. Give him or her a role to play at the meeting. Just putting out the information on why the audience should change will accomplish nothing.

Use demonstrations and small group talks.

If you wish to develop skills, you must give the audience a chance to practice their newly-acquired knowledge. Telling them and involving them in the meeting is not enough. Role playing is good here.

If you wish to exchange ideas between the audience and management, you need small group discussion — not a lecture on the company's ideas and then a question-and-answer session. There must be give and take for both parties.

Check Each Segment

There is no one best method of presentation. Each is good for its own limited purpose, so don't fall in the trap of continuing discussion groups when you should have moved on to a general session setup. The way to avoid this is to check each segment of your entire meeting for

the relevancy of your meeting methods.

A good way to keep your thinking clear is to put it all in writing. Make up a chart. Create five columns. Column one shows the time. In column two, write in your purpose. In column three, indicate which groupings you'll use. (If you are staging a general session, show who will be addressing the group.) In the next column (four), outline the method or presentation technique you've chosen. Are you going to use a film or a chart presentation, or will you stage a skit? In the last or fifth column, show any visual aids or equipment you'll need.

Such a chart will give you an instant check on how well your objectives and presentation methods jibe, plus present an easy reminder of the extra equipment or additional rooms you'll need.

8. *What resources are available in your company?*

In seeking ways to dramatize your meeting, have you considered looking inside the company for help? Maybe Joe Jones is a very fine amateur magician who can enliven your session. If your budget is low, consider company employees for a skit. Invite them to write a play for your meeting.

9. *How do we get maximum audience involvement in the program?*

Learning specialists have proven that arousing "audience predisposition in favor of your message at the beginning of your meeting increases the chance that the message will be accepted." So, don't save the bang for last! You want the audience involved and you want them involved at the earliest possible moment.

Take a tip from professional comedians. The finest jokesters in the world pay professional artists to put the audience in a good frame of mind for their humor. These professional warm-up men can make up to \$100,000 a year, so we can assume a "warmed-up" audience is a valuable thing to have. Get your audience primed.

Questions and Answers

Borrow another trick from the comedians and announce you've asked for questions about the program and you'd like to answer them before the meeting starts. Pull out your cards and begin to read the

"questions" and "ad lib" answers. (Johnny Carson and Carol Burnett use this technique.) Intersperse serious questions — here you outline the purpose of the meeting — and silly or outrageous questions which will give you your laughs.

A more serious approach but an effective way to get early involvement is to start off your meeting with informal discussion sessions. Pose typical sales objections and ask the audience for ways to counter them. Or have a roving reporter wander through the audience soliciting questions on some topic you've chosen.

Competition makes for instant and complete involvement. It's difficult to be anything but involved when you compete. Start a quiz. Break up the audience into teams — even dividing the audience into two sections will create competition. Don't make the questions too difficult. You want an attention getter; you're not looking for "A" students.

Stage a debate. Have one man take a way out position on some question. As he gets "wilder" in his statements the audience will be forced into thinking about the "right" way — and they'll be very interested.

10. Will you need feedback?

Any program needs some kind of feedback, but for information dispensing programs it's a must! It's senseless for you to wait until the meeting is over before finding out whether or not you got through. Build feedback mechanisms into the program and allow yourself enough time to make any changes your audience "tells" you it needs.

If you like questionnaires, try a post-meeting reaction form. Distribute a short form at the end of each session asking the audience's reaction to your content. Ask for advice on the next session.

Stage quizzes at the end of technical sessions to find out just how much information has sunk in. Have the quizzes masquerade as a fun contest so you don't create school-room atmosphere.

Set up reaction panels, members selected at random, to discuss "how we are doing" before the entire audience. They could be interviewed by the chairperson.

Create a small panel from representative members of the audience.

Ask them to listen carefully to the talk and to report on how well the speaker or film presented the information or ideas. You'll get honest answers because the group isn't reporting on how well they learned their lessons, but on how well the speaker or film did the job.

Allow yourself some flexibility in the schedule by inserting an extra film, or by allowing extra time for discussion groups or even by scheduling in extra time for coffee breaks. Then, if the feedback you get

indicates more time is needed for something, you have the time to spare without running behind schedule or slighting some other section of the meeting.

So, you see, in this day and age there is no reason for you ever again to sit through a poor meeting.

Provided, of course, you know how to plan your program. ■

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A MASTER SPEAKER SHARES HIS SECRETS

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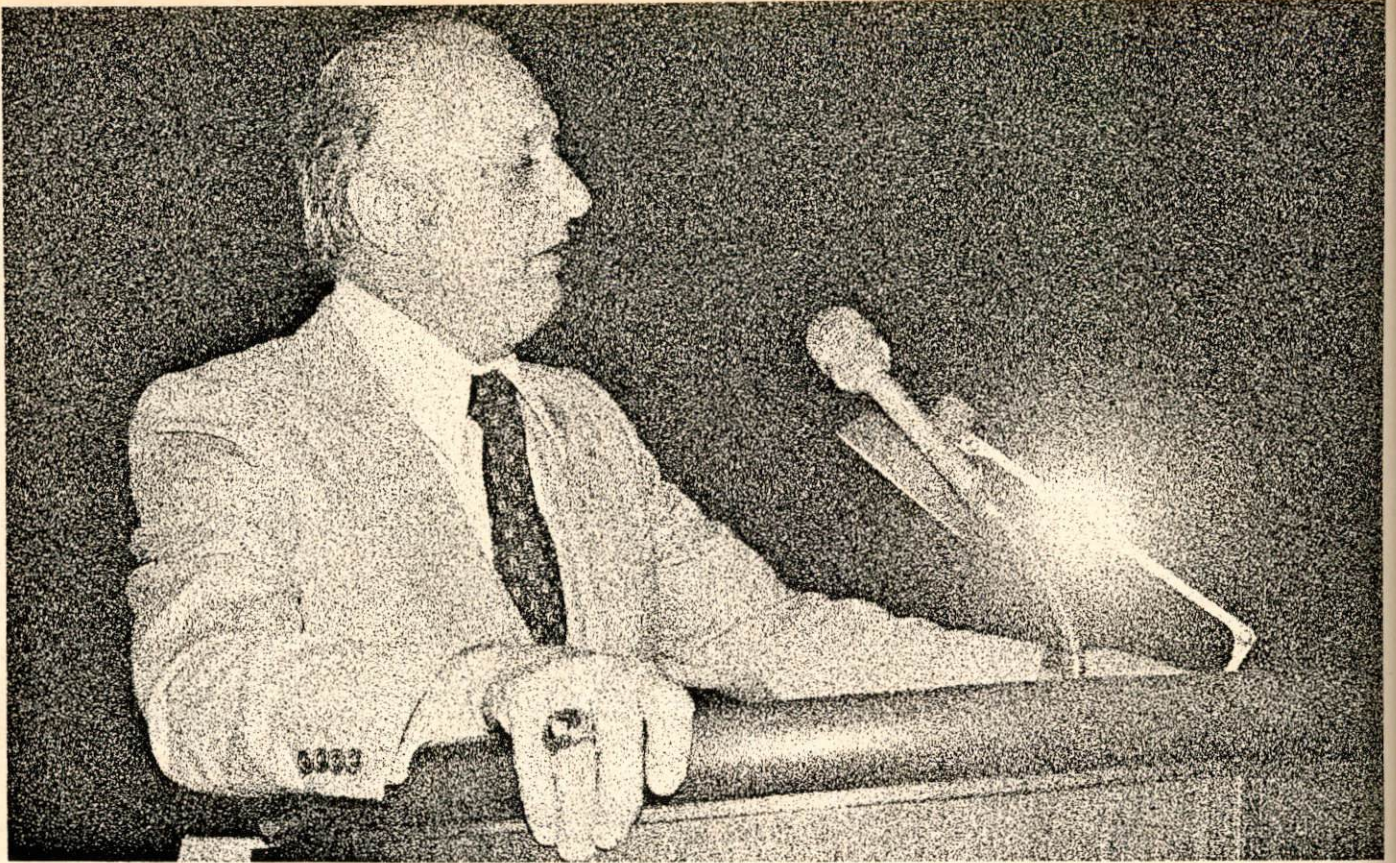
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The Los Angeles Dodgers' Tommy Lasorda

Selecting (and Getting) That Guest Speaker

The competition for guest speakers can be — and often is — fierce. Fortunately, there are ground rules involved in the quest for outside talent.

by Robert McGarvey

Guest speakers are the prime rib *au jus* of the chicken and peas circuit. There is no better way of reinvigorating members' waning spirits than importing a talented guest speaker to head an upcoming program. But every program chairman in America has exactly the same idea, and competition for guests is fierce. Fortunately, there are ground rules involved in the quest for outside talent. The program chairman that plays by the rules is far more likely to land the big

fish — perhaps even the one who got away last year or the year before.

That's the congressman or senator you decided would be just right for adding sparkle to the next month's program. A letter was quickly dispatched to the desired guest. But return mail brought bad news: He was booked elsewhere and could not make it.

Even if you do everything right, there is a good chance that the first — even the second and the third —

choice will decline your invitation. Requests for talented speakers are many. Thousands of meetings are held weekly across America, and each seeks a guest. Most will fail to get the speaker they want.

Why a Guest Speaker?

Part of the problem is that the program committee has not clarified in its own mind why a guest speaker is sought. There are two wholly valid, but different, reasons. The first is to draw a large crowd. Perhaps the event is a fund raiser and a

prestigious speaker can sell tickets to hike the treasury balance. Or perhaps a name speaker is wanted to awaken the interests of less active members, to lure them back into active participation.

A second reason is to build the sponsoring organization's prestige in the community. Nothing is more effective than a list of acclaimed speakers who have addressed past meetings.

But who is acclaimed? That's where many organizations err in planning programs around guest speakers. The most common mistake is aiming too high . . . or too low.

Too high, for most meetings is President Carter or California Governor Jerry Brown or Ronald Reagan. Unless an organization can deliver an audience of thousands and major media coverage, none of these men — or others in similar positions — would be eager to pencil its meeting in on their calendars. Even then, President Carter probably would still refuse. The others might, too, unless the engagement coincided with their strong desire to speak on an issue.

Major national figures — well-known politicians and people of similar eminence — can pick and choose among thousands of speaking dates. For most meetings, it is futile to seek guests of this lofty caliber.

But aiming too low is just as wasteful. Certainly, you are likely to get a quick and enthusiastic "OK" from the guest, but will his or her name add the desired luster to your program? Probably not. This is not to suggest that there isn't a place on future programs for such guests; there is needed, especially if their speaking style is exciting. But the reasons for inviting a "name" guest will not be satisfied in taking this route.

Where to Find Them

What's fertile hunting ground for speakers who are just right? The sources are numerous, but some of the best are large local corporations, government, universities and colleges, political parties and trade associations, such as the American Petroleum Institute (API).

API, for example, actively encourages its executives to speak as often as possible. In most cases,

these oilmen will even cover their own expenses in traveling long distances. Rarely is an invitation rejected; when the desired speaker is unavailable, substitutes will be offered.

The same is true of larger corporations such as Atlantic Richfield, the Ford Motor Company and American Telephone and Telegraph. An industry trend is to operate a speakers bureau which acts as a clearinghouse for speakers and groups seeking them. The bureau fields requests for speakers and matches them with possible guests on the basis of topics of interest and anticipated attendance. A predicted turn-out of 50 members will rarely net a higher ranking corporate officer, but middle managers will be available. Naturally, both corporation and trade association speakers will address the chief concerns of their industry; oilmen will talk about energy, for instance. But efforts are made to tailor presentations to the nature of the sponsoring organization.

The simplest way to determine what local industries can offer is to call. Ask for the speakers bureau or, failing that, public relations. Because business is increasingly sensitive to the needs of its public, every effort will be made to accommodate your request.

Business topics hold little interest for your meeting's participants? Universities are increasingly enthusiastic about providing speakers. The attraction is that a lecturer can be secured on almost any topic — from horticulture through aerospace engineering to contemporary philosophy. Again, the place to start is the speakers bureau or Dean's office.

Government and political parties are eager to help, too. All levels of government and both major parties make guest speakers available. With the parties, however, there is a distinct danger of the political speech — which you may wish to avoid. With government speakers, some partisan politics may arise, but it tends to be less of a problem.

Your Shot in the Dark

A critical difficulty with approaching any of these sources, however, is that it's akin to taking the proverbial shot in the dark. You may land a "big name"; and you may not. The speaker may be talented, or dull. No matter how it is handled,

going through a speakers bureau is a gamble. True, you will get a guest speaker, but the value of the commodity is unknown.

To minimize uncertainty, use *personal* contacts. Let's say someone on the program committee is an old college classmate of a congressman or a corporate officer. Once the club decides to invite that guest, the member who knows him should do the inviting. And the invitation should be handled personally — face-to-face or by telephone.

Letters deluge congressional offices, for instance. Many ask the congressman to address a group in his home district. Few get beyond his secretary — fewer still beyond his administrative assistant. The same is true for corporation and college presidents and other public figures. Even letters sent on a first-name basis and marked "confidential" may not reach the man or woman you are seeking. That's why the personal touch is essential.

In extending the invitation, stress the benefits *for the guest* in accepting. Tell him how many members will attend and include names of distinguished local residents who are coming. The corporate executive, for example, may be persuaded to talk if the town's mayor is attending. If prior meetings have sported other distinguished speakers, mention that, too.

Here's an example of a well-crafted invitation to a congressman:

"Tom, haven't seen you back in the home district in several months. Things keeping you busy back in Washington? Well, we know your schedule is tight, but the Anytown Toastmasters is holding its annual dinner meeting this June and we would be honored to have you as our guest speaker. Last year, 500 members and spouses turned out to hear Governor Wilson and, this year, our goal is 600. We already have early commitments to attend from Mayor Smith and City Councilmen Jones and Green. The dinner is June 17 and the Program Committee asked me to personally extend the invi-

Robert McGarvey is a freelance writer whose work has appeared in the Los Angeles Herald Examiner, Boston and the California Journal. A former corporate staff writer, he has been extensively involved in all phases of the speechwriting process.

tation. Naturally, we'll be providing you with all the details later in writing. Can we count on you, Tom?"

Watch the Timing

Will that invitation succeed? Much depends upon timing. An invitation should be extended *as soon as plans are firm*. Many wait too long — calendars rapidly fill up and invitations that would have been accepted are rejected because of prior commitments. With busy speakers, six months — even one year — is not too much notice. The earlier an invitation is extended, the greater the odds of acceptance.

Most speakers are staunchly true to their word. Some fear that far-in-advance invitations may be forgotten or that press of unanticipated business will force the speaker to cancel at the last minute. This happens, but it is rare. Once the program is set, the guest speaker's prestige is on the line, too. He will make every effort to honor the commitment and it is a rare guest speaker who, when forced to cancel, does not line up a distinguished substitute.

Just as you expect the guest speaker to fulfill his obligations, he expects you to honor yours. *Never* misrepresent the nature of the meeting. Don't inflate the expected attendance or the speaker's role in the program. It may work once in helping land a speaker, but likely not again. Word will spread.

Don't be disheartened, however, if invitations are rejected. That is inevitable. The trick is to agree, in advance, on second and third choices. If the top selection declines, fire off an invitation to the second. And so on down the list. When the meeting date is fast approaching, possible speakers can smell previously turned-down invitations — and that alone may lead to a refusal. One sought-after speaker made it a practice *never* to accept invitations that afforded less than one month's notice. His reason? Short-notice requests meant, to him, prior refusals — and he feared his prestige would be diminished were he to accept offers that others had rejected. This logic may not be wholly persuasive, but many share his view. When rejection hits, have a second plan already mapped out and get right on it.

How to Pick Them

When drawing up a list of possible guests, however, remember that a "big name" alone may not fulfill your needs. A politically-oriented organization might not turn out a large numbers to hear World Series star Reggie Jackson. And a group with strong interests in sports may find the president of the state botanical society a bore, no matter how exciting the talk would be thought by another group. Always pick speakers that mesh with your meeting participants.

Topical speeches are often a good choice, especially if partisan politics can be skirted. A case in point is energy, which remains a standby on the luncheon and dinner circuits. Its drawing power is unlikely to diminish for some time to come.

Another criterion is that, if at all possible, guest speakers should be personally known to a member — even speakers far down the preference list. As we have seen personal ties are highly useful in extending the invitation. They are also a good check on a speaker's ability. Many distinguished public figures are, to be blunt, boring speakers. Their reputation on the dais may be well-known in your community. Booking dull speakers is not a way to enhance your image. Mistakes will be made, of course, but familiarity with the prospective guest's speaking style is a good hedge.

Another way to check is to contact others. Phone around to see if a prospect high on your list has spoken to similar organizations in your area. You may even pick up a tip on how to get the guest to accept.

Vital Speeches, a magazine available in many libraries, is another guide, since it publishes a sample of some of the nation's best speeches. Of course, texts alone are printed in *Vital Speeches*. No indication of a speaker's ability is provided, but a lively text is a necessary ingredient in the skilled talk.

Professional lecture bureaus are a relatively new wrinkle in the speaking circuit. The sources for speakers we have looked at thus far usually do not ask for a fee or, at most, request a modest honorarium to cover expenses. Lecture bureaus, on the other hand, offer rosters of highly talented speakers — but costs can be stiff. Fees start at \$500 plus

expenses. They skyrocket to \$5000 and more for the most popular lecturers. Athletes, some current and many former politicians, writers, comedians and miscellaneous celebrities can be booked through these bureaus.

Why Pay a Speaker?

The obvious advantage to paying a speaker is that you can be assured an entertaining presentation on a topic of your choosing. The disadvantage is cost. Few can dip into the treasury and come up with \$5000. Tickets can, of course, be sold to the public and advance publicity usually assures that break-even is met. But it remains a risky undertaking.

Another reason to avoid paying high fees is that many speakers continue to talk for the fun of it. Several Los Angeles Dodgers, for example, are fixtures on the dinner circuit. They command and receive large fees. But Dodger manager Tommy Lasorda, a highly polished speaker with a wealth of baseball lore and humor, accepts as many engagements as can be squeezed into the winter months, and frequently works for expenses alone.

By all means, a club that can afford and wants a guest speaker who works on a fee basis should happily pursue that angle. The advantages of securing a "name" are largely the same whether the speaker comes for free or a fee. But, if a fee is impossible, simply plan ahead and plug away at the list of possibilities.

No matter how the speaker is secured, always follow up oral communications with detailed written memoranda spelling out the place, time, reason for meeting, dress and what is expected of the speaker. Provide this information well before the meeting date and send speedy notice of changes. Few speakers cope well before the meeting date and send speedy notice of changes. Few speakers cope well with significant deviations from the announced plans and every effort should be made to make the guest comfortable.

Securing a good guest speaker is hard work. That's undeniable. But the one you want can be landed — through advance planning and enthusiasm. The reward will be a sprightly speech — and that is well-worth working for. ■

The leader plays a key role in the ultimate success — or failure — of any meeting. To some, it is an awesome responsibility; to others, a great challenge.

The Responsibility of Meeting Leadership

by Walter A. Green

Perhaps the single most important factor that determines the success or failure of a meeting is the individual responsible for that meeting. It's the leader who sets the meeting's direction, pace and tone. He must guide, direct and generally stimulate the group. The leader, above all else, cannot be passive. He or she leads a little or a lot as the situation demands, but controls the meeting all the way through.

Essentially, there are four basic kinds of meetings. The differences between them stem from the degree of control the leader has over the participants.

• *The Development or Creative Meeting* — This type of meeting, commonly called "brainstorming," develops new ideas or expands on new concepts, strategies and theories. Its application for advertising creative groups, new product development teams and product merchandising departments is a natural. It is most productive when applied to creative problem-solving.

• *The Report Meeting* — Unlike the creative meeting, this is not a democratic or a free-wheeling creative group, called together for the development of bright, new ideas. Instead, it is an autocratic and authoritarian session that conveys concise, fully-developed information in order to complete meeting business in a minimum amount of time.

• *The Learning or Training Meeting* — This meeting is less rigid than the report meeting's formal method of presenting information. It permits participants to relax and get to know one another. It also provides a more

flexible approach, whereby participants can dig deeper into those areas they feel are most important and helpful to them.

• *The Decision-Making Meeting* — This is probably the most used and most productive approach to problem-solving. It is designed to draw together the thinking of the various participants to reach a consensus of opinion on a decisive course of action. No matter what form your meeting takes, however, there are certain procedures that, if properly managed, will lead to a productive session.

Pre-Session Strategies

Before a meeting gets underway, the first required step involves preparing an agenda. This forces the leader to present clearly defined problems and goals to be reached.

The agenda reviews the current status of the problem and gives everyone an equal understanding of the background and importance of the subject. It also gives participants a chance to think things out, develop a point of view and gather facts to support a position. A well-prepared agenda should state the approximate length of the meeting and who will be attending.

The shorter the agenda, the more effective. Try to keep each section down to about two sentences. In addition, the agenda is the first opportunity the leader has to set the

Walter A. Green is chairman and president of Conference Service Corporation (CSC) of Glen Cove, New York, parent firm of the Harrison Conference Centers and consultants to firms developing their own conference centers.

tone for the meeting to follow. Thus, make certain that attendees receive the agenda in enough time to allow for adequate preparation.

A second key strategy involves seating. As a leader, you need to know the basic dynamics of seating. Where you are and where others are seated can have a dramatic effect on the meeting.

For instance, if one school of thought is lined up on one side of the table and its opponents on the other, you're likely to have a battle on your hands. Any united front will promote rigid adherence to preconceived ideas. The secret ingredient in any meeting, however, is cooperation. Break up groups that tend to form into set points of view. When people are separated physically, they tend to think individually.

Make every effort to hold your meeting in a place designed for productive sessions. Not only is this a practical consideration, but it also gives the group a special feeling of coming together for a specific purpose, at a specific time, to solve a specific problem. It helps participants avoid the looseness and lack of preparation more commonly found in meetings held in an executive's office.

Use a wide, centrally placed table for the meeting. As the leader, you should seat yourself in a central position for maximum control. This may be at the head of the table or at the side, depending on the number of participants. If there are more than 12 attendees, sit in the center, not on the side. Don't think this is a presumptuous move. The leader must take physical, as well as verbal,

control if the meeting is to be a success.

Probably one of the most common factors that cause meetings to fail is that they are too large. Too often there are people in attendance who just shouldn't be there, at a cost of time, talent and dollars. And just think how awkward the extraneous participant feels. Remember, everyone invited to a meeting must feel he or she is making a contribution.

Opening the Meeting

How the leader opens the meeting is another critical step. A cardinal rule is to start the meeting on time. Starting on schedule creates a positive attitude of action and also means you intend to complete the day's program.

The next rule is to state clearly the purpose of the meeting. A restatement is essential to eliminate last-minute confusions. State your ideas positively. Nothing suggests success like opening remarks that indicate that success is possible. The tone of these remarks will set the stage for discussions.

Use words that make your ideas sound interesting. Remember, your session might be the participants' fourth or fifth meeting of the day. They must be revitalized, stimulated.

Finally, try to limit your opening remarks. As leader, it's your responsibility to present the problem to be discussed clearly and concisely. Long, drawn-out openings set a sluggish tone that may carry through the meeting.

The Impartial Leader

The meeting can fail only if the leader does nothing. There are a number of key ground rules that the leader must follow during the actual course of the meeting. The first is to remain impartial, if possible. Emotions and facts inevitably mix when people talk face-to-face. However, the emotional tone of the meeting will be better and the meeting easier to handle if you assume a neutral position.

At the outset, spell out all the background information. There is a natural urge in humans to drive directly toward solutions. While this is an admirable trait, solutions can be based only upon information presented and discussed. In your opening remarks, make it clear that you want the group to review the

background material before coming up with any answers. If one of the group members rushes toward a solution, pull him back. This is part of the leader's control function.

Watch the pace of the meeting. Keep it moving; keep the ideas flowing. Once an exchange slows down, it's difficult, often impossible, to start it up again. Anticipate silent periods. Move quickly to comment, question or explain the moment you sense a silence settling in. Watch for emotional build-ups. The more the meeting stays in the realm of facts, the better the chance of success. Move quickly to ease tensions between individuals and groups. Often, a little humor can be used to lighten the situation. Once the fire has been put out, steer the meeting back on course.

Seek contributions from all members of the group. There usually are silent members in any meeting. But part of the meeting's dynamics depends on the thinking and views of all its participants. Encourage members who show signs of meekness. Draw them into discussions by means of a direct question in a relevant area you know they're familiar with. Then, dig deeper for their positions on the subject.

See that only one person speaks at a time. As a leader, you must be firm and not permit the meeting to break up into small discussion groups. If a splinter group exists, focus the attention of the whole meeting on that group.

Controlled Conflict

In most meetings, there are bound to be strong differences of opinion. In fact, conflict is probably vital to the development of new thinking. But it's crucial that this be controlled conflict, controlled by the leader and used to help solve the problem under discussion. Never disregard or attempt to hide conflicting ideas. Recognize them and point them out to the group so they can be examined intelligently. No ideas are held as strongly as those that are not discussed.

Stress cooperation. Most participants come to a meeting with a definite point of view, knowing that some people will disagree. The tendency is to force others to accept their positions. Indicate that the meeting is not a personal battleground and state firmly that dif-

ferent points of view demand the attention of everyone.

Guide the problem to a solution. Move through the steps of the meeting from the presentation of the subject to the final problem-solving. In addition, make frequent summaries during the meeting. These highlight the progress that has been made. They also serve to check disagreements and underscore the conflicts that demand attention. Keep summaries under 30 seconds long so that the flow of the meeting is not disrupted.

Finally, watch the time spent. Most business meetings waste time indiscriminately. By budgeting the available time, you'll cover more ground. You'll find participants will hold closer to the subject.

Wrapping It Up

The final wrap-up is where all your efforts should pay off. This is the time to nail down the decisions made. Without the leader's firm hand, the results easily can be lost or buried by misdirection. So, it's important that the leader take a position of complete authority.

A clear statement of the decisions reached at the meeting should reiterate those agreements. In the heat of discussion, it's easy to lose track of agreed-upon conclusions. A summary will spotlight them and provide an opportunity for any individual misunderstandings to surface.

Point out these differences. All meetings won't end in complete agreement. State them clearly and evaluate them as minor or significant. Define them to the satisfaction of all present, particularly the minority group. You'll have to deal with them in the next meeting, and it'll go smoother if they feel they've been given a fair shake.

Point to future action. Describe what the next step is. Announce another meeting, if necessary. And show how the decisions reached at this meeting apply to the overall project. Thank the members for their contributions and follow up the meeting with written confirmation of the decisions reached and action to be taken.

All of this sounds like hard work. But that's just what is required to make your meeting successful. ■

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THE TOASTMASTER



Where Minds Meet: The Conference Room

There's no real secret to choosing the right location for your next meeting. There are, though, some things you need to watch out for.

by Bert Y. Auger

The all-purpose ideal meeting room doesn't exist. If it can accommodate 500 people, it won't be good for 8 or 10. If it is an elaborate chart room in which the board of directors holds its meetings, it isn't the place for a department manager to have a meeting with his staff in order to review performance for the last quarter. If you build a meeting room into the floor plans of a new structure, it is likely to turn out later to be in the wrong place, or too small, or lacking the right outlets for electrical equipment. It turns out to be someone's wrong guess as to the different needs to be satisfied for different sizes of audiences and different types of visual displays.

The moral of the story is that usually you have to make the best use of the available facilities. In fact, chances are most meetings are held in an office, routinely occupied by an executive, his desk, a work table, chairs and a bookcase.

Whether a meeting is to be held in an elaborate room or an office, there are certain conditions and procedures that will contribute to its success or failure.

Conference rooms tend to be glamorized when discussed in books and articles on good management. One must wonder whether the writers themselves were ever subjected to the vicissitudes of everyday life in an office. Most ordinary conferences and meetings are held in conditions that are far from glamorous or ideal. Usually you make the best of what's available. Keep this in mind, therefore, as we go over some of the more ideal arrangements pertaining to meeting

Bert Auger is vice-president of the 3M Company's Visual Products Division in St. Paul, Minnesota. This article was taken from the 1972 edition of his book, How to Run Better Business Meetings. (The book is currently being revised, with publication of the new edition scheduled for early next year.)

rooms. We will wind up with a practical discussion of the problems of adapting the typical office.

Comfort and Serviceability

While the all-purpose meeting room does not exist, the room selected should meet both physical and psychological requirements of comfort and serviceability. Surroundings tend to effect the way we think and act, and a poorly arranged and uncomfortable room is not likely to produce positive meeting results.

Generally speaking, the room should be appropriate to the size of the group. Too small a room is bad, both psychologically and physically. Ventilation is poor, the room gets stuffy and there is insufficient room in which to move around and set up displays. If the room is too big, the acoustics are likely to be poor. The attendees get a lost, drafty feeling.

Rooms with windows should be avoided if possible and, if unavoidable, they should be draped or the chairs faced away from them to avoid distractions. Chairs should be

comfortable and not crowded together. Opposing groups should not be seated opposite each other as though to invite battle. Members who tend to form obstruction groups should not be seated together but interspersed around the room to give the meeting leader more effective control.

If permanent meeting rooms are to be set aside, long narrow rooms should be avoided. They do not make it convenient to group the audience close to the speaker. They do not enable the audience to face each other comfortably for cross-discussion purposes.

Obstructing posts or columns

which interfere with the visibility either of the speaker or of members of the group should be avoided or minimized. The speaker should be in a slightly elevated position where everyone can see him and he can see all of the participants.

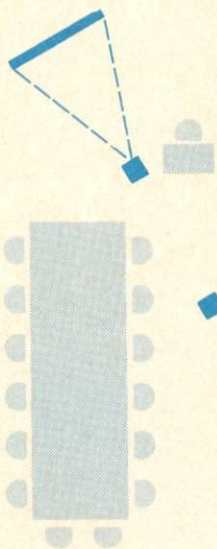
When Using Visuals

The needs of visual display should be kept in mind in view of the growing use of visual communication aids. Electrical outlets should be located near the head of the table, to permit plugging in any equipment used by the speaker. The outlets should be checked in advance to determine whether they are in proper working order. If audiovisual equipment is to be used, it too should be selected in advance and checked for good working condition. If a film projector is to be used, proper space should be selected for it. The screen should be mounted high enough so that those in the rear of the room can see over the heads of those up front. If the meeting is held in a public place, union requirements should be checked to see if the projector can be operated by someone who is not a union member.

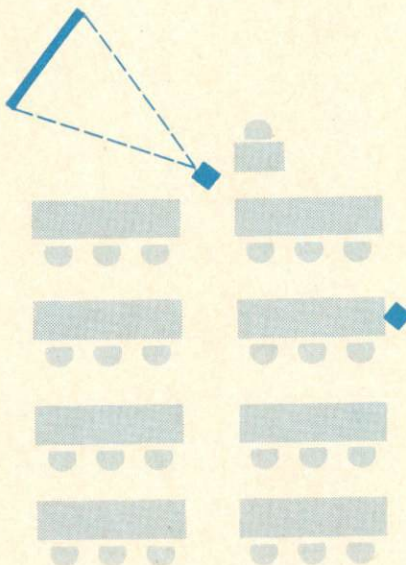
Obviously, the room should have adequate lighting, but it also should have provisions for darkening the room if it is necessary to show films, slides or videotape. Electric outlets should be checked to determine if they are operable when the room is darkened. In the case of projection of overhead transparencies, darkening the room will not be necessary as the transparencies show up very well even in a lighted room.

Room acoustics are important. Bouncing sound waves soon get on the nerves of speakers and listeners. They interfere with listening comfort beyond relatively short periods. You can check room acoustics by clapping your hands together sharply. Poor acoustics will produce a brittle, ringing echo. The real test of how sound carries is to listen when a room is filled with people. Acoustic properties are improved by full attendance. Anything you can do to soften hard surfaces will cut down on bouncing sound. This includes draping the walls, carpeting the floor and finishing walls and ceilings with acoustic tiles. Audiences which cannot hear soon cease to listen.

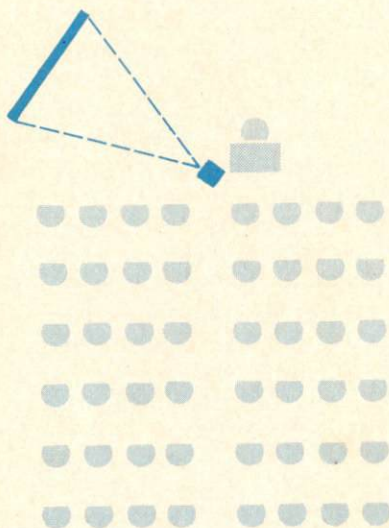
Typical Meeting Room Arrangements



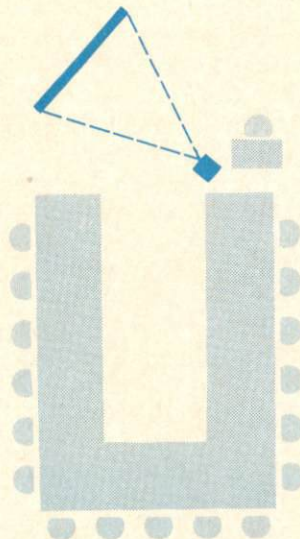
Center table arrangement
Suitable for under 20 people.
Promotes discussion.
Best for long meetings.



Classroom arrangement
Suitable for any size audience



Auditorium or theater arrangement
Suitable for any size audience.



U-Table arrangement
Suitable for 30 people or less.
Promotes discussion.

Avoiding Disturbances

It is important to limit room access in order to minimize disturbances from people who arrive late, or who must leave while the meeting is in process. Access should ordinarily be from the rear of the room. When there are two or more entrances to a meeting room, usually only one should be used, with the other closed off. Incoming telephone calls should not be permitted to interrupt meeting proceedings. They should be intercepted by a secretary for later delivery. All attempts should be made to avoid distracting outside noises from faulty plumbing, noisy elevators or other meetings.

Restroom facilities should be readily available, their location known by the participants and ample time allowed for their use during breaks or an emergency.

Checkroom facilities also should be provided for storing of coats, packages, cameras, etc., to avoid cluttering up the meeting room. If coffee breaks are permitted, they should be held close to the meeting room to avoid undue tardiness in returning to the meeting.

Needless to say, liquor should not be permitted at any meeting unless called for by some unusual management strategy.

Finally, there is the matter of adequate ventilation. A combination of body heat and smoke will soon make people uncomfortable, thereby interfering with the meeting itself. Unless you have a no smoking rule, you must make sure that there is a sufficient intake of fresh air to expel the hot, stale air at a sufficiently rapid rate. An electric fan in a closed room is not sufficient. It merely recirculates the stale air without replenishing it. Even though you have an air conditioning system, you might still have to open doors and windows occasionally to get a massive replacement of air. This can be done during a coffee break.

The Private Meeting Room

If anyone made a survey, chances are it would find that most meetings are conducted in regular private offices. If the office has a conference table, this is an advantage. Otherwise the meeting participants gather in a semi-circle around the desk of

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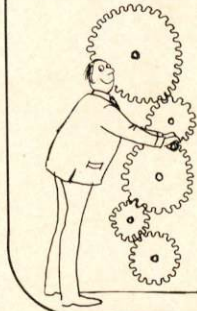
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the person who calls the meeting.

How much can be accomplished in this type of environment? And how much cannot?

One possible difficulty is in not having enough room for visual displays and projections. Even this can be remedied by keeping one light-painted wall free of obstructions. Then you can project directly on the wall. If you want to get a little fancier, with much better image display, you can hang a pull-down screen on the ceiling or wall. The overhead projector is well suited to the average office because the room does not have to be darkened, while the image itself is of generous size.

The size of the meeting group and the purpose of the meeting largely determines the best room arrangement. Improper arrangements can destroy the effectiveness of the meeting.

There are four basic arrangements that have survived the test of time and thousands of meetings. Properly used, they will enable you to plan your meeting creatively. The accompanying diagrams show these

basic arrangements and, in addition, the best way in which to position audiovisual equipment for use with each arrangement.

Dividing Your Rooms

Often the objectives of your meeting will dictate the necessity of having both a large room in which the entire audience can be assembled for opening remarks, lectures and major presentations and, later, smaller rooms for intimate discussion and workshops. It would be best to have the four, five or six rooms necessary to accomplish this, but there are times when one large room must suffice. Properly divided, it can be made to do so.

I recall a particular meeting in which the use of one room for two specific purposes proved ideal. Our goal was to introduce a new product and a new marketing concept to more than 100 persons, then have each person practice using the product in four major applications. Our answer was to set up the room for a presentation to the entire group in the morning, then set up four separate corner workshops, each con-

centrating on a single application, in the afternoon. We then divided our groups into four workshop groups of 25 each and rotated these groups through the four workshops.

Little effort was involved in setting up the individual workshops since the equipment used already was in the room. As a side benefit, keeping everyone on their feet and moving helped combat the drowsy feeling that so often follows a meal. This was good meeting planning at its best, and it paid off in results.

The use of folding doors or other room dividers that may be available is another way to separate a single large meeting group into smaller working groups. Many dividers are soundproof and, if these are used, talks may be given simultaneously in the divided areas. If possible, of course, speakers should stand at opposite ends of the larger room to reduce any possible distraction. This, too, is good meeting planning.

Equipping Your Meeting Room

We can divide meeting rooms into two main types: the large meeting room — sometimes approaching auditorium size — and the permanent meeting or conference room in which activity is built around a conference table. Each must be equipped somewhat differently since the primary function of each is somewhat different.

In the larger meeting room most activity centers around the speaker's table. The audience typically is seated on chairs facing the speaker's table or stand. The permanently installed equipment for such a room would include:

- Speaker's table and lectern
- Microphone hook-up
- Wall — or ceiling — mounted screen
- At least two easels, one of which be of the roller type, suitable for large displays
- Necessary projection equipment
- One or more small table on which to put speakers' presentation materials
- Chairs for speakers.

Except in the very large meeting rooms, an optional arrangement is to have audience seats which are not fixed to the floor. This permits rearranging chairs for small discussion groups. Sometimes you may want to subdivide a meeting into what are called *buzz groups*, per-

mitting more intimate discussion among fewer people, who then report back to the meeting.

If motion pictures are to be projected, you will need either a projection room for the permanent auditorium or a suitable projection table with convenient access to an electrical outlet.

The ordinary conference room should be equipped with:

- Overhead projector and wall-mounted or pull-down screen
- At least two easels, one of which should be of the roller type, on which to mount large displays
- Small cabinet-tables in which to store supplies
- Blackboard
- Pads, pencils, blackboard eraser, chalk, easel pads, crayons, ash trays, water glasses, water pitchers, etc.

Your Conference Table

The conference table deserves special mention. Sometimes you see a diagram of ideal conference arrangements which shows people grouped around a circular table. How many such tables have you seen since the round, pedestal-based dining room table went out of vogue? In elegant board rooms they have been replaced, in many instances, by long tables that bulge out at the middle. These are designed to permit people along the sides to see each other as well as the speaker.

The garden-variety of conference room is equipped with conventional rectangular conference tables. In a small conference room a table about six feet wide makes it possible for people to see each other and still have enough working space for their papers and note pads. More people are accommodated by adding tables side by side or lengthwise. Another arrangement is to place three tables in the shape of a "T." As the room gets bigger, you can arrange four tables in the shape of an "H." Some people prefer a "U-shaped" arrangement. Just remember that the further you depart from face-to-face concentration, the less intimate will be the meeting.

When meetings are to be held outside your own office, always check out the meeting room. This becomes particularly important when displays have to be set up beforehand. Sometimes an important piece of equipment is missing. If

a meeting room is used by others, it is well to verify beforehand that the room has remained available and that it has not been usurped by someone else without your knowledge. Even though meeting rooms are frequently kept under assignment control, some people who pride themselves on being able to get things done without red tape have a way of moving in on the rooms without having reserved them.

All physical arrangements should be checked by one person who, preferably, should work from a written checklist. If you use more than one person, each may assume that the other has checked on some arrangement. Following is a checklist of meeting arrangements:

- Display media
 1. Projection screens?
 2. Blackboard: clean? chalk? erasers?
 3. Easel: set up and in good condition? easel pads? crayons or other markers?
- Projection equipment
 1. Plugged in and tested?
 2. Focused, framed and leveled, using actual materials?
 3. Spare lamps and fuses?
 4. Lenses clean?
- Extension cords in place so that no one will trip over them?
- Sound equipment installed and tested with loudspeaker in place?
- Exhibits and projection materials; sequences checked?
- Microphone checked out?
- Flashlights or pointers for speaker?
- Place cards for participants?
- Writing materials, including note pads and pencils?
- Ash trays, water glasses, water pitchers?
- Sufficient number of seats, arranged properly?
- Provision for room-darkening when necessary?

While the ideal meeting room *doesn't* exist, there are plenty of other rooms out there that can help make your next meeting as productive and successful as it deserves to be.

Now all you have to do is find it! ■

All of the above is reprinted from Chapter 4 of How to Run Better Business Meetings, published and copyrighted 1972 by Minnesota Mining and Manufacturing Company. Author — B. Y. Auger.

How to...

How to Organize the District Conference

Could you organize a district conference if your district governor asked you to do so? If not, you'd better read this.

by Ray Floyd, ATM

Your pulse is pounding, chills are running up and down your spine, your stomach is performing acrobatics. Why? It's not because you are giving a speech or anything like that. No, it's because your district governor has just asked you to act as the conference chairman for the next district conference. As your mind races through possible excuses (your dog is about to have puppies, you anticipate a long illness, and other similar rational reasons), you finally hear this strange voice (yours) saying, "I've never done it before, but I'll be glad to give it a try."

Now that you have committed yourself, the nerves begin to settle down as blind panic sets in. Where do you start? What has to be done? When . . . by whom . . . etc., etc.? The questions, without immediate answers, already seem endless. But, as in almost any endeavor you undertake, each point can only be resolved one step at a time, so it's time to sit down and get yourself

organized. In the paragraphs that follow, some of the things that you need to look for and do to help assure a successful conference will be discussed. To get on with it, let's start at the beginning.

Your Conference Checklist

In your conversation with the district governor, you need to determine the date of the conference and get some names of people who have done similar tasks in the recent past. Begin a checklist of things that need to be done and possible contacts. And, by all means, get a conference committee formed as quickly as possible; there is no way you will be able to do *all* of the work for the assignment you have accepted.

Work with the district governor, district staff and area governors to form your committee. They will be able to provide many possible candidates for you. What kinds of people do you need? While each area will be discussed in greater detail, such areas as training sessions, public relations, mailings, registration, sergeant-at-arms and meals must all be considered. If there are experienced people available and willing to help in each area, you are indeed lucky. Typically, you will have a mix of experienced and inexperienced people, with one common ingredient — enthusiasm for the Toastmasters program. Convene a committee

meeting as soon as possible, hopefully at least three months before the scheduled conference date.

Making Your Assignments

At that first working session make tentative assignments and identify possible choices for the myriad of tasks to be completed. And be specific on the dates you give for commitments to the various people. Too frequently a person will commit to do a job and then, through the press of other matters, forget about it. While most people volunteering for such work have good intentions and don't mean to forget, it does happen. If no firm dates for updates and status reports are established, you may find yourself with a major item to resolve at the last minute. Continue to look at your checklist, continue to check with a committee member or your staff, continue to check, check, check. Some may regard this continual checking as a pain, but the chances of something slipping through unnoticed are reduced if you continue to watch the plans from start to finish.

Let's return to that first committee meeting and take a quick look at some of the topics that should be immediately settled on. Knowing the date of the conference should give you some idea of the probable costs. For example, if you live in a tourist area, seasonal rates can make

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a tremendous difference in the choices available to you. What are the experiences of the other committee members? Do they have recommendations for, or against, a particular establishment? What is the target price for the conference and rooms? Don't forget to include a small margin (two to three dollars) in your proposed rate to cover anticipated expenses. As a matter of fact, let's take a few moments and look at this price item a little closer.

Preparing Your Budget

In your organizational meeting, you should have a proposed budget prepared. Without a proposed budget and an anticipated revenue statement, a price of \$15 may sound reasonable and then place you several hundred dollars in the red when the final tally is in. When you are preparing your budget, obvious expenses for meals, entertainment, mailings, etc., can usually be remembered. But what about the little (?) items like printing, programs, tickets, pencils, paper and posters? A few low cost items can eat a significant hole into your cash quickly. Also, remind everyone to submit receipts for all items so you may provide an auditable record of your conference expenses at the close of all activities.

Let's go back to the site for the conference. What kinds of questions should you be considering as you search for a suitable location? One simple technique is to get a map (county or city) and block off an area that is within a reasonable distance of major roads and/or airports. If you select a spot which meets all the other criteria but can't be found without a local guide, you can expect to hear some disgruntled comments. Once you have an area blocked off, begin to look at the places available to you. What happens if the area you blocked off doesn't have anything that appears suitable? Simply move your block as appropriate and try again.

Assuming there are several possibilities in the area you have identified, it's time to start the selection process. There will be some that will fall out quickly, either because they are too small, too expensive, too exclusive or do not have suitable banquet facilities. You will typically come down to a list of three or four that need to be looked

at in greater detail. Arrange a meeting to talk with the hotel convention manager and discuss your needs and price requirements. If the discussion shows that there is too great of a difference in what you need and what the hotel is willing to provide, the choice is simple: thank the manager for the time and move on to the next choice.

Take time to look at the facilities available, at the rooms and even sample a meal at one of the restaurants. Ask yourself a simple question: Would you like to take your family there? If everything else looks good, but the answer to the last question is no, perhaps you should continue to look. If you have decided on a hotel, it's time to go back to the manager and confirm the details (preferably in writing). Meal costs, schedules, content, room rates, facility reservations (such as banquet halls, training facilities, etc.) and guarantee dates should all be confirmed.

Publicizing Your Conference

It's time to reconvene your committee. The conference site has been picked, financial details agreed to and it's time to let the rest of the district know. If this happens about eight to ten weeks prior to the conference, it's time for your first publicity mailing.

You'll need somebody to prepare the conference brochure, hotel reservation form and any other material deemed necessary. The choice of mailing techniques (pre-addressed envelopes, self-stick labels on envelopes, or stapled and labeled) is yours to make, but remember that each added nicety costs money. You can also plan your second mailing at this time, with the target date arranged so the mail will go out about three weeks before the conference. Above all, don't underestimate the effort in preparing the mailings. It will take several people the better part of a day to fold, staple and stamp the number of letters needed for an entire district.

The Particulars

Now you can relax. You have everything under control and there is nothing else to worry about. Wrong! Let's take a look at a few more particulars you want to concern yourself with:

- *Reservations* — It would be simply wonderful if all those people that

planned to attend would commit to that at least three weeks in advance. The simple truth is that you will be lucky if more than half do so. As a result, you'll need a group of people to handle advance registrations, as well as some type of registration desk at the conference itself. This can usually be handled by a club or area to evenly spread the work load. Confirm the work schedule well ahead of the conference. And it's always nice to have some sort of registration package with local maps, tourist attraction brochures and miscellaneous handouts available. From this, it should be obvious that *someone* has to gather all of these items and then assemble them into the kit. Add another item to your checklist.

- *Sergeant-At-Arms* — Whether you call them sergeant-at-arms or aides, you need a group of people to perform this function. Perhaps they provide an information booth or "go-for" services, or hang the many banners. Whatever the services provided, you will need a committed group. You can usually get a club that is willing to offer its members for this duty. One more item for your checklist.

- *Educational Sessions* — You can normally depend on an individual to coordinate the educational sessions, knowing that the topics and speakers will be obtained by that individual. You might also expect that this individual will coordinate rooms, projectors, easels, chair arrangements, brochures and programs. But don't *assume* it will all be done. You can assist your educational session chairman if you provide a checklist with such items listed and make sure you and the chairman understand who is responsible for doing what. One minor suggestion: Contact the educational lieutenant governor for any requirements he or she may have for the educational sessions.

- *Meals* — Beyond selecting the food, the meals require many other details to assure a successful meeting. How is the room to be arranged? Who is at the head table? What time is the meal scheduled to begin? How many people have you guaranteed to the hotel and how are the ticket sales going in comparison? How many overflows can the hotel handle? What activities are sched-

uled besides the meal itself, and are all of the people involved with such activities aware of their involvement? One other question you should be aware of: Are there any requirements for *special* meals due to medical, religious or other reasons? Hopefully, you can limit this latter problem to a small number, but it must be considered.

• **Programs** — There is an old saying: "You can't tell the players without a program." The same is true about your conference schedule. You must establish your program and participants and then provide a printed program to let those attending the conference know what is to happen. You can print these as an expense to the conference, or you can look for — and frequently find — a sponsor willing to bear the expense for a simple recognition line on the program itself. The same can also be said for much of the printed matter you will need for the various activities. Print the program as late as possible, with a few days buffer for exceptions; there can always be changes in speakers, Toastmasters and other participants at this time in the schedule. There will, however, be occasions where changes are made after the program has gone to print, but that is always the risk you must take.

• **Timing** — Probably the biggest fault, and the quickest thing to cool the reception of an otherwise fine conference, is failure to adhere to the published schedule. A session that is scheduled to run 30 minutes and drags out to an hour starts a ripple in the program which can lead to a disaster. Hold to your schedule as tightly as possible. If you allow a two hour meal event to drag out to three or more hours, all of your — and your committees' — hard work won't be remembered as vividly as that "meal that lasted forever." *Start and end all events promptly.* We are Toastmasters . . . and we are supposed to be aware of the critical nature of the program's timing.

Spouses and Children

Let's see, we have looked at about everything now — budgets, mailings, programs and meals. Everything and everyone has been considered and planned for, right? Wrong again! What about the spouses and children of the visiting Toast-

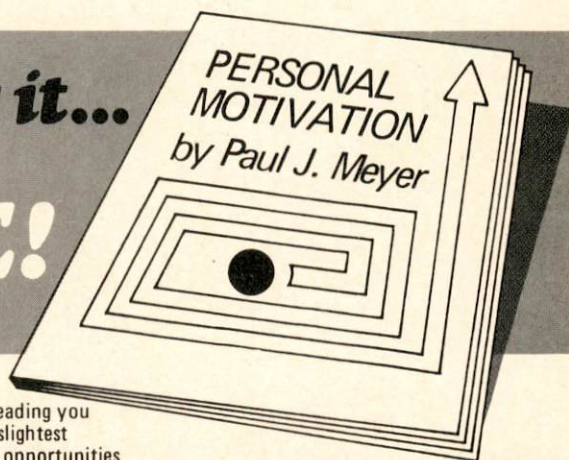
masters? You need to identify things to do, provide a list of babysitters (perhaps some older children of visiting Toastmasters would be interested in picking up some extra money), coffee rooms and meals. If you plan a "kiddy banquet," then make sure it happens.

Have all of the possible questions been addressed in the preceding paragraphs? Heavens no. What I

have tried to do is point up some of the multitude of items you must consider if you are to prepare for the conduct a successful conference. If you plan your work well, your success will be assured. It will happen because of your planning and the assistance of all of those Toastmaster "volunteers" that you owe a heart-felt "thanks" to. It's hard work . . . but it's also a lot of fun! ■

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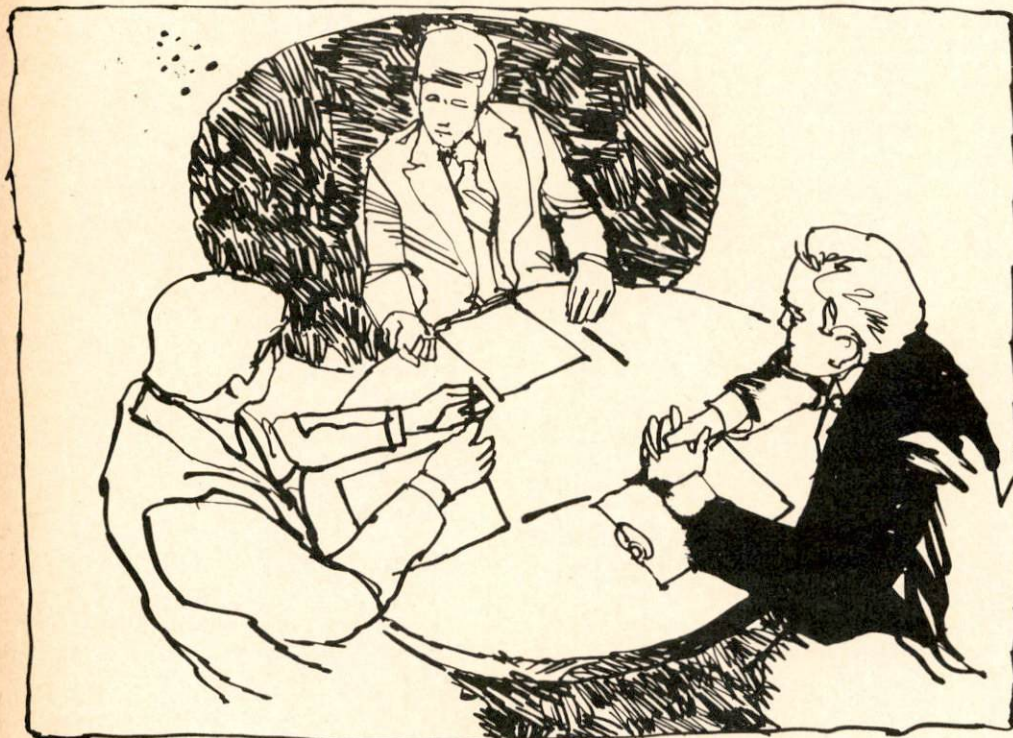
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Attend Only Useful Meetings



There is a way to turn non-productive — and often downright boring — meetings into affairs worthy of everyone's time. Even yours!

by Donald Kirkpatrick

I believe there is a way you can attend only productive meetings.

This may seem somewhat strange to those who attend meetings — and all of us do. Whether it's for business, a committee, training or Bible study, it's a meeting. And all of us have attended meetings that are

Donald Kirkpatrick is professor of management development in the department of Business and Management at the University of Wisconsin — Extension in Milwaukee. His manual, How to Plan and Conduct Productive Business Meetings (Dartnell), is considered to be one of the most comprehensive in the field today.

non-productive, to say the least. In fact, many of them are downright boring and a waste of time. Before suggesting ways to attend productive meetings, let me define productive as: objectives get accomplished in minimum time by satisfied participants.

There are three approaches for attending productive meetings. The first is to teach those who conduct the meetings to plan and conduct them effectively. Such books as the Dartnell Manual on "How to Plan and Conduct Productive Business Meetings" provide detailed guides for meeting leaders. This first approach, therefore, is to suggest to meeting leaders that they read a

book or attend a training seminar on how to make meetings productive. We then can be more sure that meetings we attend will be productive.

Solution one may work for some people, but a majority of meeting leaders are not eager to read books or attend courses to improve the effectiveness of their meetings. Either they think they have nothing to learn or else they don't feel an urgent need to improve. Consider alternative two.

A Second Alternative

This is simple. *Don't attend non-productive meetings!* If you know that a meeting is going to be non-productive, don't go! Get sick, go on vacation, forget to attend, make a dental appointment or use some other excuse for not being there.

This will work in some circumstances, but it is not too advisable where the boss is the meeting leader.

Of course, it isn't always possible to tell that a meeting will be non-productive either, although there are some pretty reliable ways to predict it. For example, if the leader who regularly conducts non-productive meetings is going to conduct this one, there's a 90 percent chance that it will also be non-productive. And if you do miss a productive meeting once in a while, so what? You can always find out what happened.

Make It Productive!

Needless to say, neither of these solutions is practical for many occasions. So we must resort to approach number three. *Go to the meeting — and help make it productive!* Instead of doing this, most meeting attendees go to a meeting and help make it non-productive. They lose interest, don't listen, talk to the person next to them, get off the subject and generally make it difficult for the leader to make it a productive meeting. These people don't seem to realize that they can help an incompetent or unprepared leader to make the meeting productive. Here are some things that a participant can do:

- *Know why you are there.* If you don't get adequate notice, ask for it. Try to get details on time, place and objectives so you can plan and prepare to be there. Suggest that other participants get the same information.

- *Be on time.* Get to the meeting

THE TOASTMASTER

How to Make Your Good Meetings Even Better

You can't judge the effectiveness of your meeting unless you build in evaluation techniques early in the planning. Here's how.

You should come away from your meeting with more than a "feeling" that it was good, fair or poor. And you should know why it was or wasn't a success.

If you return to your office after a meeting and are greeted by a stack of memos which tell you "the meeting was great," beware! A person would be a fool not to compliment his boss even if the meeting was not as good for him as he indicated in his memo. And often, those who attend meetings don't know what to expect from them. Therefore, their evaluations could be no real barometer of how successful the meeting was for the company.

Rather than rely on "feelings" or memos from the field, evaluate!

Evaluation is the keystone of better meetings. When you measure the excellence or failure, completeness or deficiency of meeting performance, you establish a yardstick for change and improvement.

When you actively and purposely solicit comments, you bring criticism and praise into the open where you can use them.

When you record evaluations and analyze evaluation forms and attitude scales, you build tangible records.

And armed with this kind of yardstick, it isn't necessary to rely on memory or intuition to justify new sites, new ideas, new methods

of participation, new leadership or new and additional expenses.

The Communications Loop

If these are not reasons enough to convince you that evaluation is as important to your meeting as the program itself, consider it from your audience's point of view. Evaluation provides them with an essential channel of communication. You increase their sense of involvement — of participation — when you seek their opinion and judgements.

Experts call this phase of your meeting plan *completing the communications loop*. That means you not only send out information, but have it returned to you through a communications *feedback function*. To achieve that end, you must create an atmosphere for involvement, persuading your audience that you sincerely want their reactions and comments.

Members of your audience lived with and learned from your meeting. They are your prime source of evaluation data. The more honest the reactions you elicit from them the broader the scope of measurement you will have for a final definition of your meeting's value.

Your second source of evaluative data should flow from management. As either critical members of your audience, or critical observers, management can contribute important observations. Management will be tuned in on information gaps, on

how well your audience relates to the information you have chosen to present and on how they assess the usefulness of that information.

Check and Countercheck

The final source of evaluative data is you and the members of your meeting management team, if there are others involved. Because meeting planners tend to become hypercritical of every detail, they frequently overlook the value of their own contribution to evaluating their meetings. If, however, you develop the habit of making a written note of even the most minute discrepancies or successes you encounter, you have an excellent source of reference and countercheck when you compare comments from your audience and management.

Your own experiences help you corroborate both your meeting's weak points and high points. And because your written notes will have almost a third person objectivity by the time you pull them out for evaluation purposes, they help you cool down your natural defense of "the way things went."

Precisely what information is it that you want from these sources?

In a broad sense, feedback, for evaluation should help you establish criteria in these areas:

- If evaluation occurs during your meeting, it should help you decide whether session designs should be

altered or program elements rearranged while the meeting is in progress.

And if data is gathered after your meeting, it should tell you:

- Whether or not your meeting objectives have been met and how effectively;
- Which actions seem most likely to follow as a result of the motivation provided by your meeting;
- Whether or not the expense of the meeting is justifiable; and
- What steps can be taken to modify or improve future, similar meetings.

As a planner, you must have some knowledge of what your audience expects to get out of your meeting; how partially or fully these expectations are met; how well your audience feels your meeting deals with their specific problems; what your audience feels can be done to improve your meeting; and whether or not your presentation techniques hit the mark.

Evaluating Human Behavior

Evaluation, obviously, involves more than rummaging around in people's minds to discover what they like or dislike about your meeting. Essentially, when you evaluate, you measure human behavior or the results of human behavior. What you are after is a determination of how your meeting modified the behavior of those who attended, and whether that changed behavior contributes to your firm's goals.

Evaluation further permits you to compare various meeting techniques to determine which technique or combination of techniques best achieves your meeting objectives.

To make these determinations, you have to equip yourself with yardsticks, the *how to's* of measuring meeting effectiveness.

Evaluation breeds better meetings. However, before the actual process of evaluation occurs, you must decide not only *how* you are going to perform the task, but *when*.

For example, you may want to sample opinion *before* your meeting occurs. What does your audience expect to get out of your meeting? What do they expect to learn from it? What do they hope to take away with them?

You may evaluate *during* your meeting. Is meeting content matching major interests? Are the

meeting techniques you use on target? Evaluation during the course of the meeting will tell you whether they are, or not; whether you should consider a shift to a different technique or presentation method.

On-going evaluation also gives you a check system on your program content. Is it meaty enough to keep your audience interested? Is it fulfilling your original objectives? Should a new emphasis be inserted prior to your next session to accomplish those objectives?

A Sample Evaluation

Here is an example of how one planner gets his evaluation and gets it fast:

"One day we give them the information and the next day they give it back to us. This way we're testing them right away. We know immediately whether or not they've missed the information. If they did, we still have the experts there.

"When a man knows he may have to teach tomorrow what he learned today, he's more attentive. He has to stand up and give the same talk you gave the day before. To help him, you give him a copy of the presentation and other materials so he can bone up at night.

"As soon as he's a few minutes into his presentation, you know whether or not he's missed it. You'll know if he did his homework the night before. We choose the guys who have to get up at random so no one is sure who will be picked. He'd be a fool to take a chance on looking like a fool if he's called on.

"This duplicates the agenda on Tuesday that you had on Monday, but this is not all bad. There's reinforcement. And if you want to, you can cut a guy off and call on another guy to take it from there. That way you can cover a number of people. In two days, we had 65 sales managers trained. And they were trained. You can vary the technique by asking them for, say, an eight-minute summation. This technique helps them over that first tough presentation in the field, too."

Another company reports a different direct evaluation method. It had its speakers make up tests on the subjects they would cover during the meeting. These tests were passed out to the audience after the session. (The firm adds one caution. Some of the speakers concentrate so much

on looking good themselves in the test results, they fail to get the information across that they should have been speaking on.)

Other Evaluation Techniques

Among the other immediate evaluation techniques used by meeting planners are these:

- *Reaction Cards* — These are distributed to participants at each session's close. These are most effective when kept brief. One company reports success with these questions on its reaction card:

How did you like this session?

___Excellent ___Good ___All Right
___Mediocre ___Poor Why?

How useful was this session to you in terms of backhome problems?

___Excellent ___Good ___All Right
___Mediocre ___Poor Why?

What do you think we ought to discuss at the next meeting of the group?

- *Morale Meter or Meeting Thermometer* — This is a large chart or cardboard sign on which is written: "I thought this session was: Great, Pretty Good, Okay, Bearable, Awful."

Beside each of the five descriptions is fastened a counter (the ones doormen use to count attendance). The unit is set up near the door and as the attendees go to lunch, to coffee breaks or leave for the day, they cast their votes. A record is kept on a thermometer chart which can be posted in the meeting room or an adjacent lounge.

This is a good device for participation and letting off steam. It also serves as a double check if other fact-finding methods are used.

- *Post-meeting evaluation* occurs either immediately after the program closes or a period of several months later. A lapse-of-time evaluation is made easier when sales records are called into play.

For example, a clothing manufacturer uses an audience-reaction form immediately after the last session of an all-day meeting.

A week later, sales supervisors interview a number of salespeople who attended the meeting. In addition, for a three-month period, any sales figures which reflect any reaction to topics covered at the meeting are noted. For example, one of the areas covered during a training session was prospecting. One criterion the manufacturer

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WILLIAM MORROW



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(Prices include shipping and handling. Be sure to include club and district number. California residents add 6% sales tax.)

used to check the effectiveness of that session was to note all new customers obtained during the three-month period after training.

A supply firm uses a slightly different method. Two or three weeks after it holds meetings, the sales manager calls in a number of field sales supervisors (or others who have direct contact with salesmen in the field) and interviews them. He uses their comments about current activity to check his original list of objectives in his meeting plan.

From these examples, you discover that a variety of methods exist to obtain your evaluative data. Basically, the methods are written, mechanical or oral, and volunteer or professional observation.

• *Written methods* include the reaction cards discussed earlier, questionnaires, suggestion boxes strategically located in the meeting area, tests taken immediately after presentations or brief, written essays covering subject matter.

• *Mechanical evaluation* techniques include the morale meter or meeting thermometer already mentioned. Planners can also use videotape interviews or tape recorded comments.

One company puts anywhere from six to twenty tape recorders outside the door of its meeting room. Attendees talk into them and make evaluations on what they thought of the meeting. It is a handy way to get data without the bother of questionnaires.

Another firm videotapes individual comments, edits them and then presents the finished product in an open session to all attendees. A board of experts comments on the observations made on tape, followed by a candid, open-end discussion including all concerned.

• *Oral evaluations* would, of course, include the videotape and tape recorder methods described above. In addition, you can obtain feedback from both formal and informal interviews. Take time to sit down with a representative sample of the audience. You can get fairly good results interviewing a random sample of 10 percent of the people attending a meeting.

Another procedure is to assign someone on the meeting team the responsibility of sitting down with

groups of six attendees at a time to get a reading on their reactions to the meeting.

Informal sessions are data gold mines, too. These would include after-lunch discussions, bull sessions and small conversation groups. As one communications expert points out, the best way to find out what is going on is to find out "who is talking to whom." When you discover where the lines cross, you've discovered the persuaders. They are the people who can tell you how your meeting is going.

• *Trained or volunteer observers* can help you tune in on your meeting for evaluation purposes. These individuals check reaction and audience interest during and after a meeting. They can meet daily to give you direct feedback, put it on tape or prepare a final report.

One meeting planner's device is simple for a large meeting. He merely counts heads at the meeting's opening gavel, a half hour into the session and at its close. If the audience has melted before the meeting ends, he knows how effective it was.

Evaluate sessions only if you intend to make improvements. Make sure you are backed by both the authority and the machinery to take corrective steps if corrective steps are indicated.

A Final Summary

Keep reaction forms simple. Most planners who use reaction forms advise the less complex they are, the better they are. When forms are too long, or too complicated, attendees won't take sufficient time to fill them out properly.

Process evaluation results and report them quickly.

Stay with evaluation until you get results. It frequently takes more than one meeting evaluation to determine the method most effective for your specific set of meeting circumstances.

Engage a professional to design and process evaluation forms whenever possible. He knows how to phrase questions, analyze results and formulate workable recommendations.

Properly used, meeting evaluations are one of your best guides to better future meetings. ■

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TI Board Report

1977-78 Board Holds Annual Meeting

Vancouver's Hyatt Regency Hotel was the site of the third and final meeting of the 1977-78 administrative year for Toastmasters International's Board of Directors. International President Durwood E. English, DTM, presided over the 21-member Board as it convened, August 14-15, to consider and deal with important matters relating to various aspects of the Toastmasters administrative and educational program.

The following is a summary of items and decisions of general interest as recorded by the Board at the August meeting:

Presidential Activities and Travels — President English summarized his travels and activities for the year totaling 68 days, 53,000 miles and 17 districts and regions. During these visits, he received extensive coverage by the media and made a number of valuable contacts with leaders in business and industry, government, educational institutions and civic groups. The President told the Board that the response of these leaders to the information he gave them about the Toastmasters program was very enthusiastic, and added that he was most impressed with the preparations made by the members for his visits. This, he said, did much to enhance the effectiveness of Presidential visits as a productive public relations vehicle for the Toastmasters organization. Mr. English concluded by thanking the Board members for their contributions during this record year, and ex-



SOUND ADVICE — Toastmasters International President Durwood E. English, DTM (right), confers with Legal Counsel Joe Rinnert during the Board of Directors third and final meeting of the 1977-78 administrative year. The meeting was held August 14-15 at the Hyatt Regency Vancouver in Vancouver, British Columbia, Canada.

pressed his pride in the past year's accomplishments.

Executive Director Report — Executive Director Terry McCann referred the Board to his written report covering activities in Toastmasters International for the past year. His report included information on the following items:

- Growth, in both individual memberships and chartered clubs, continued to be one of Toastmasters' most successful areas of achievement during 1977-78. Membership (based on the October-March semi-annual reporting period which is used by our auditors for the official membership count) topped the 66,000 mark for the first time in eight years (66,590). Club extension (a net gain of 167 which increases

our total number of clubs to 3,399) was the most rapid in the last 13 years.

- Extension outside the United States and Canada continues to be encouraging. New countries in which clubs were formed included: Saudi Arabia, Namibia (South West Africa) and Transeki. In addition, new clubs were formed in South Africa, Australia, New Zealand, the Philippines, Peru, Mexico, Puerto Rico, Bahamas, West Germany and England.

- Completions of the basic *Communication and Leadership* manual rose sharply over last year (2,728 as opposed to 2,370), but advanced completions dropped slightly (922 compared to 988 last year). This total however, is the highest we have seen in the last seven years.

- ATMs were up slightly this year (892 compared to 868), a record total for the award. While the awarding of DTMs declined slightly (121 compared to 127), they were still being recorded at a high rate.

- Speechcraft continues to grow in strength, and the number of registrations has doubled within the past four years (625 this year as opposed to 603 last year).

- Youth Leadership also continued its steady growth. A total of 562 completions were recorded for 1977-78, compared to only 458 the previous year.

- Participation in the Distinguished Club Plan (DCP) reached the highest mark in recent years, with just under one-third of the clubs submitting completed plans in the Dis-

tinguished Club category or higher.

- This year's total of "President's 40" Clubs is higher than in previous years. A total of 132 clubs were recognized as "President's 40" Clubs, a 25 percent increase over last year.

Additional Board Action — In other actions taken at its August meeting, the Board:

- *Discussed* modifying the Distinguished Club Plan for service to clubs as a functional management tool and goal-setting vehicle, and changing the point system to enable all clubs to participate in the "Top Ten Clubs" competition.

- *Recommended* that no changes be made in the 1979 Speech Contest Rules, other than consideration of possibly increasing the number of judges for the International Speech Contest at the convention.

- *Approved* the first module in the Leadership Development Program ("How to Conduct Productive Meetings") and directed World Headquarters to proceed with the planned publication date of early 1979.

- *Received* progress reports on the completion of the final two manuals in the five-manual series comprising the new Advanced Communication and Leadership Program.

- *Considered* district affiliation of certain undistricted clubs; the formation of either Gavel Clubs or Toastmasters clubs in penal institutions; and made pertinent recommendations to World Headquarters.

- *Noted* actions taken to assist "low growth" districts and recommended a plan of action for continued service to such districts.

- *Designated* colleges as prime potential sources for Toastmasters clubs, requesting World Headquarters to conduct a special survey for the preparation of club formation guidelines.

- *Identified* international markets for pursuit in the development of more overseas Toastmasters clubs.

- *Reviewed* plans and programs to enhance Toastmasters International's public image; a proposed training slide show on new club extension; and membership building motivational aids.

The next meeting of the Board of Directors will be held February 14-16, 1979 at World Headquarters in Santa Ana, California. ■

1977-78

TI Financials

STATEMENT OF ASSETS OF ALL FUNDS JUNE 30, 1978 GENERAL FUND

UNRESTRICTED:		
Cash and temporary investments, at cost		\$ 568
Accounts receivable		333
Due from Investment (Endowment) Fund		11
Deposits, prepaid postage and other		135
Total — unrestricted		\$ 634
RESTRICTED:		
Cash	\$104,970	
Due from General Fund — Unrestricted	3,703	
Total — restricted		108
Total		\$ 742
INVESTMENT (ENDOWMENT) FUND		
Marketable securities, at cost (estimated market value \$228,636)		\$ 218
Total		\$ 218
PROPERTY FUND		
Property, building and equipment at cost:		
Land		\$ 48
Building		608
Furniture and equipment		133
Total property, building and equipment		\$ 789
Cash		40
Due from General Fund — Unrestricted		24
Total		\$ 853

STATEMENT OF LIABILITIES AND FUND BALANCES OF ALL FUNDS JUNE 30, 1978 GENERAL FUND

UNRESTRICTED:		
Liabilities:		
Accounts payable		\$ 63
Sales tax payable		1
Advance convention deposits		1
Funds held for Toastmasters International Regions		2
Due to General Fund — Restricted		3
Due to Property Fund		24
Deferred charter fees		5
Total liabilities		\$ 109
Unrestricted — General Fund balance		533
Total — unrestricted		\$ 642
RESTRICTED:		
District Reserve Fund balances	\$ 93,910	
Restricted grants	3,703	
Ralph C. Smedley Toastmasters International Memorial Fund	11,060	
Total — restricted		108
Total		\$ 750

Statement

INVESTMENT (ENDOWMENT) FUND

to General Fund — Unrestricted	\$ 1,013
Investment Fund balance	215,556
Total	<u>\$ 216,569</u>

PROPERTY FUND

Property Fund Invested balance	\$ 786,317
Property Fund Reserve balances:	
Reserve for additions and replacements	\$ 51,811
Reserve for maintenance	13,113
Total	64,924
Total	<u>\$851,241</u>

GENERAL FUND — UNRESTRICTED STATEMENT OF INCOME AND EXPENDITURES FOR THE YEAR ENDED JUNE 30, 1978

216,569	INCOME:		
216,569	Membership charges:		
	Annual membership fees	\$697,781	
	Magazine subscriptions	153,637	
	New member service charges	212,192	
45,716	Gavel Club fees	3,580	
606,863	Total membership charges		\$1,067,190
133,738	Club charges:		
	Charter fees	\$ 14,600	
	Club equipment, supplies and insignia	109,983	
786,317	Total club charges		124,583
40,000	Charges for optional educational materials and supplies		160,422
24,924	Other income — dividends, interest and miscellaneous		31,473
851,241	Total income		<u>\$1,383,668</u>
	OPERATING EXPENSES:		
	Administrative	\$114,323	
	General services	185,936	
	District expenses	55,806	
	Membership/new club development	38,335	
	Publications and communications	173,800	
	Educational development	36,195	
	Educational materials	149,604	
	Club supplies, equipment and insignia purchases	142,264	
62,232	Employee benefits	84,068	
1,237	General expenses	154,698	
6,456	Maintenance and operation of property	77,438	
983	Total operating expenses		1,212,467
3,703	EXCESS OF INCOME OVER OPERATING EXPENSES		\$ 171,201
24,924	OTHER DEDUCTIONS:		
5,250	Provision for major building repairs	\$ 2,000	
104,786	Provision for replacements and additions to property	3,600	
530,156	Total other deductions		5,600
634,942	EXCESS OF INCOME OVER EXPENDITURES		<u>\$ 165,601</u>

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

The "Ayes" Have it...

The following are some of the major results of amendments to the Bylaws of Toastmasters International and other official documents adopted by delegates at the 1978 Annual Business Meeting:

- Changes to the Club Constitution and TI Bylaws were adopted that allow Toastmasters clubs to decide the composition of their membership so long as persons admitted to membership are 18 years of age. In addition, the 40-active-member maximum was eliminated, thereby allowing clubs to admit as many members as they wish.
- The Standard Club Bylaws were updated by the Board of Directors clarifying "Inactive" membership status, dropping the "Associate" member classification and adding provisions covering member performance standards for renewal of club membership and for the disposal of club assets in event of club dissolution.
- The District Constitution now requires that a district governor candidate shall have served a full term as club president and at least six months as a lieutenant governor; and that lieutenant governor candidates shall have served as district council members. In addition, the Standard District Bylaws now provide for election or appointment of area governors at the district's option.
- Other pertinent amendments to the TI Bylaws will allow the possible selection of representatives on the Board of Directors from outside the United States and Canada without change in the current eight region structure; and clarify that the charters of disbanding clubs may not be assumed by groups interested in organizing new clubs or joining existing clubs. ■

Hall of Fame

DTM's

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

Juris J. Kursulis
Voice of Motorola 2083-3, Scottsdale, AZ

Ward H. Nelson
Tri Cities 274-9, Pasco, WA

Calvin E. Lindo
Housing and Urban Development 1795-36, Washington, D.C.

E. Jean De Vigne
Speak-Easies 1770-45, Montpelier, VT
North Winds 1955-45, Barre, VT

Louise M. Neal
Crater 1905-66, Ettrick, VA

David Fenwick
Auckland 3593-72, Auckland, NZ

ATM's

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

Olaf P. Anfinson
Anaheim 2-F, Anaheim, CA

Maria S. Luna
Daly City 1881-4, Daly City, CA

Carl H. Wamboldt
Forty Liners 2419-4, San Francisco, CA

Daniel Amell
Knights of Columbus 1943-6, Duluth, MN

John Paul Lahr
Mallory 1170-11, Indianapolis, IN

Malcolm Ward
Peachtree Center 2261-14, Atlanta, GA

Tommy L. Dudley
Southside 3894-14, Robins AFB, GA

Art Youmans Jr.
Keystone 3139-16, Tulsa OK

Andrew Rahochnik
Mack 2733-18, Hagerstown, MD

Jeanette McDaniel
Springfield 527-22, Springfield, MO

Mac G. Dejana
The Big D 713-25, Dallas, TX

Robert M. Last
Green Bay 1350-35, Green Bay, WI

Gerald R. Goldgraben
Mitre Washington 571-36, McLean, VA

James E. Tapp
Housing and Urban Development 1795-36, Washington, D.C.

George W. Beshore
EPA 2775-36, Washington, D.C.

John E. Foster
Pottstown 826-38, Pottstown, PA

Bruce M. Henderson
Kit Carson 2299-39, Carson City, NV

Joseph S. Faloon
Mid-Day 1802-40, Columbus, OH

Mack A. Busch
Tulia 129-44, Tulia, TX

Frankie J. Tillman
Bold City Challenger 2092-47, Jacksonville, FL

Sally Corbett
Technical Center 2817-47, St. Augustine, FL

Sam Fowlkes
USAA 181-56, San Antonio, TX

John W. Nicholson
Executive 3009-62, Muskegon, MI

Hendrik Zander Jr.
Thursday Thirty 1530-63, Chattanooga, TN

T.J. Eby Jr.
Lafayette 2678-68, Lafayette, LA

W.L. Morrill
Cronulla 3034-70, Cronulla, NSW, Aust

Keith L. Macmillan
Eastside 1076-72, Hamilton, NZ

Raymond C.W. Scott
Mentone 1634-73, Mentone, Vic., Aust

Oscar J. Jereza Jr.
Cebu 35-U, Cebu City, Philippines

New Clubs

317-F Ah'd Parities
Irvine, CA — Wed., 12:00 noon, Pertec Computer Corp., 17112 Armstrong Ave. (540-8340).

671-I SDC Elocutionists
Santa Monica, CA — Tues., 12:00 noon, System Development Corp., 2500 Colorado Ave., Commons Room (829-7511, ext. 3782). Sponsored by Dynamic Whittier 873-F.

2828-2 Redmond
Redmond, WA — Sat., 7:20 a.m., Redmond Turkey House, 15740 Redmond Way (885-3317). Sponsored by Seattle General 277-2.

1575-4 Forbesmasters
San Francisco, CA — Wed., 12:00 noon, John F. Forbes & Co., 111 Sutter St. (398-1212). Sponsored by Crownmasters 1133-4.

3008-4 Rhetoricians
San Francisco, CA — Wed., 12:00 noon, Fireman's Fund Insurance Co., 900 Front St. (955-3661). Sponsored by Fundmasters 3120-4.

2978-7 6th Avenue
Portland, OR — Wed., 12:00 noon, First Farwest Life Building, Room 551, 400 SW 6th Ave. (248-4671).

1382-8 Bell-Scott
Scott AFB, IL — Mon., 5:00 p.m., Officer's Club (744-1281). Sponsored by O'Fallon 994-8.

1936-10 Perkins Dieselears
Canton, OH — Tues., 11:45 a.m., Perkins Diesel Corp., P.O. Box 8180 (489-6208).

2481-11 Mead Johnson II
Evansville, IN — Thurs., 4:15 p.m., Mead Johnson Institute, 2404 Pennsylvania St. (426-6108).

1574-15 Winner's Circle
Salt Lake City, UT — Thurs., 12:00 noon, Mountain Bell Telephone, 781 East 2100 South (237-6813). Sponsored by TNT 3738-15.

1649-16 Three Thousand One
Tinker AFB, OK — Thurs., 12:00 noon, Oklahoma City Air Logistics Center (364-7357 or 734-3941). Sponsored by Tinker 1362-16.

1991-9 Ruan Center
Des Moines, IA — Tues., 12:00 noon, Ruan Center, 6th & Grand (245-4865). Sponsored by Capital 1412-19.

2190-19 Centerville
Centerville, IA — Fri., 7:00 a.m., Iowa Southern Utilities Co., 300 E. Sheridan, Coffee Rm. (856-6336).

2113-23 Amistad y Cultura
Los Alamos, NM — Tues., 7:30 p.m., Los Alamos Public Library, 1742 Central Ave. (662-6118).

1029-24 NPPD
Columbus, NE — Thurs., 7:00 a.m., Nebraska Public Power District, 1414 15th St. (563-5545).

1454-24 HDR
Omaha, NE — Mon., 11:30 a.m., HDR Place, 8404 Indian Hills Dr. (399-1000). Sponsored by C B Communicators 2114-24.

2645-24 U P Risers
 Omaha, NE — Tues., 6:45 a.m., Room 1132,
 U P Bldg., 1416 Dodge (271-4578). Sponsored
 by E S P 2633-24.

3560-24 Plattsmouth
 Plattsmouth, NE — Wed., 6:45 a.m., Stan's
 Bakery, 126 So. 6th (296-5940). Sponsored by
 Bellevue Breakfast 3369-24.

3615-24 Lloyd's of Omaha
 Omaha, NE — Mon., 11:30 a.m. Crum &
 Forster Ins., Co., 7171 Mercy Rd., Ste. 525
 397-0550).

1132-28 Apollo
 Toledo, OH — Fri., 7:30 a.m., Uncle John's
 Pancake House, 3131 Secor Rd. (865-4445).
 Sponsored by Miracle Club 544-28, Seven-O-
 Seven 711-28, Sheraton Westgate 966-28,
 Anthony Wayne 1380-28, Ft. Miami 1442-28,
 Downtown Toledo 2185-28 and Westgate
 3159-28.

3136-31 Trapelo Noon Talkers (TNT)
 Waltham, MA — Wed., 12:00 noon, Waltham
 Federal Center, 424 Trapelo Rd. (894-2400,
 ext. 340). Sponsored by Waltham Federal
 2566-31.

948-44 Canyon
 Canyon, TX — Mon., 6:30 p.m., varies
 (655-7673 or 655-7735). Sponsored by Tulia
 129-44.

2876-46 The Twenty-First Century
 Newark, NJ — Fri., 6:00 p.m., Rutgers
 University, Robeson Center, 350 High St.
 (932-7411).

**1417-47 Club Toastmasters
 De Habla Hispana**
 Tampa, FL — Wed., 12:00 noon, E. Carmelo
 Restaurant, 4907 N. Armenia Ave.
 (224-4651). Sponsored by St. Petersburg
 2284-47, Jose Gaspar 3668-47 and Tampa
 Noonshiners 3909-47.

2138-47 DeLand
 DeLand, FL — Tues., 7:00 a.m., Sambo's
 Restaurant, 1206 N. Woodland Blvd.
 (736-7205). Sponsored by EyeOpeners
 1988-47.

616-52 ARCO
 Los Angeles, CA — Wed., 12:00 noon, Atlantic
 Richfield, Co., 515 So. Flower St., Rm. 2323
 (486-1658). Sponsored by MWD Water-
 masters 445-52.

2972-56 Texaco Downtown
 Houston, TX — Mon., 11:30 a.m., Texaco Inc.,
 711 Fannin, Rm., 404 (666-8000, ext. 4865).
 Sponsored by Pacesetters 3239-56.

3811-56 Texaco Talkers
 Bellaire, TX — Tues., 11:45 a.m., Texaco, Inc.,
 P.O. Box 430 (666-8000, ext. 3576).
 Sponsored by Pacesetters 3239-56.

940-64 Manitoba Hydro
 Winnipeg, Man., Can — Mon., 5:00 p.m.,
 Manitoba Hydro, 820 Taylor Ave. (474-3123).
 Sponsored by Centennial 313-64.

3158-68 Bord du Lac
 Lake Charles, LA — Mon., 7:30 p.m.,
 American Bank of Commerce, Lake &
 Country (first Mon.) and Western Sizzlin
 Steak House, 2804 Ryan St. (third Mon.)
 (478-7025). Sponsored by Lake Charles
 1225-68 and Lafayette 2678-68.

1639-U FIL-AM
 U.S. Naval Station, Subic Bay, Philippines —

Mon., 12:00 noon, Public Works Food Center,
 US Naval Station (885-3567).

2721-U Angeles City
 Angeles City, Philippines — Sat., 12:30 p.m.,
 P & B Snacks, Valdez Bldg. B (6258).

2902-U Nedbank
 Johannesburg, South Africa — Wed., Ned-
 bank Central P.O. Box 1144 (836-5181).
 Sponsored by Randburg 2934-U.

3236-U Institute of Marketing Management
 Johannesburg, Transvaal, South Africa —
 Wed., 7:00 p.m., Gardens Hotel, O'Riley Rd.,
 Berea (836-2101).

3621-U Cape Anchor
 Cape Town, South Africa — Mon., 6:45 p.m.,
 Heerengracht Hotel, St. George's St., Trust
 Bank Centre (21-1735). Sponsored by Table
 Bay 2232-U.

3675-U Hawaiian
 Silay City, Philippines — Wed., 5:30 p.m.,
 Hawaiian Philippine Co., Silay-Hawaiian
 Central Conference Rm.

Anniversaries

40 Years

Central 96-30, Chicago, IL
 Uncle Joe Cannon 127-54, Danville, IL

35 Years

YMCA 256-38, Wilkes-Barre, PA

30 Years

Mansfield 647-10, Mansfield, OH
 Jerome 670-15, Jerome, ID
 Ottumwa 663-19, Ottumwa, IA
 Northern 664-28, Detroit, MI
 Niles Township 665-30, Morton Grove, IL
 Hub 660-44, Lubbock, TX
 La Canada 655-52, La Canada, CA
 St. Lawrence 606-61, Montreal, Que., Can

25 Years

Narrators 1398-1, Hawthorne, CA
 Fort Madison 1307-19, Fort Madison, IA
 Durham 1203-37, Durham, NC
 Twin City 1356-37, Winston-Salem, NC
 Nat Greene 1386-37, Greensboro, NC

20 Years

Tecumseh 485-11, Lafayette, IN
 Bootstraps 2863-22, Kansas City, MO
 Early Bird 2326-33, Oxnard, CA
 Saturday Morning 2840-47, Jacksonville, FL
 Round Table 421-52, Los Angeles, CA

15 Years

Sno-King 1137-2, Seattle, WA
 PIN 2332-11, Plainfield, IN
 Downtowners 3663-25, Dallas, TX
 Jose Gaspar 3668-47, MacDill AFB, FL
 Winter Park 3674-47, Winter Park, FL

10 Years

Voice of Motorola 2083-3, Scottsdale, AZ
 State Farm 2872-11, West Lafayette, IN
 Hydro-Sonics 3910-18, Annapolis, MD
 Essayons 427-23, Albuquerque, NM
 South Charleston 1528-40, South
 Charleston, WV
 South Plains 261-44, Lubbock, TX

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 Santa Ana, CA 92711

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CHRIS HEGARTY/ED BLISS

(2041) — **SPEAK EASY TO ONE OR ONE THOUSAND.** By **Chris Hegarty.** Contains practical advice from one of America's top speakers on how to remain "centered" when the unexpected happens... how to develop your self-esteem as a communicator... and how to harness the power and energy lying within each of us. • **THE ABC'S OF TIME MANAGEMENT.** By **Ed Bliss.** "There is nothing quite so important as getting people to step back away from the daily grind and think a little bit about how they allocate their time." So said this time management expert in his dynamic presentation before the 1978 convention delegates. Find out how to handle other people's priorities (as well as your own)... how to delegate authority... and much more.

DR. ROBERT SCHULLER/GIL HAMBLET

(2042) — **POSSIBILITY THINKING.** By **Dr. Robert Schuller.** Toastmasters' 1978 Golden Gavel recipient and star of TV's "Hour of Power" spreads his famous gospel of becoming whatever you want to be through the magic of "possibility thinking." Find out how you, too, can become a supersuccess... • **KEYNOTE SPEECH.** By **Gil Hamblet.** What were all those people in Vancouver laughing about, anyway? Listen to this convention "keynote address," delivered by an internationally-known speaker and humorist, and find out for yourself. He'll amuse, enlighten and educate you with his stories of an Englishman's adventures in America, "Cousin Alphy" and Sir Winston Churchill... stories you'll remember long after this tape has ended.

CAVETT ROBERT/GEORGE JESSEL

(2043) — **SPEECH CLINIC.** By **Cavett Robert.** Cavett, a past recipient of Toastmasters' Golden Gavel, and the "number one speaker in America in the field of human engineering and motivation," conducts an exciting, fast-moving clinic on speech presentation. A favorite with Toastmasters everywhere, Cavett shares his secrets on influencing people from the platform... professionalism in speaking... and how to sell your ideas. • **LAUGHING AT YOURSELF.** By **George Jessel.** Laughter was the word of the day when everybody's "Toastmaster General" made his first appearance before a Toastmasters convention. And was he a success! Don't believe us? Listen to what he has to say about television... Bob Hope... public speaking... and then judge for yourself!

INTERNATIONAL SPEECH CONTEST

(2044) — **"THE WORLD CHAMPIONSHIP OF PUBLIC SPEAKING."** Nine of the finest speakers in all of Toastmasters are featured on this classic cassette tape, including the 1978 winner, Michael Aun, II. Share this very special event with all those fortunate enough to see it in person in Vancouver. The collection includes the second and third place finishers (Jeff Young and Harlan Crouch), as well as the speeches of the other six contestants. **BONUS FEATURE!!** Also included, at no extra charge, is Susan Cowies' winning speech in the 1978 International Taped Speech Contest.

PATRICIA FRIPP/BERNIE SEARLE

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