

December 1976

# The Toastmaster

## Stage Fright... and How to Beat It

# Letters to the editor



## The Great Debate

Our club (the Plus Factor Club 1229-8, St. Louis, Missouri) recently presented a program beneficial both to itself and the surrounding community. We sponsored and arranged a public debate between the two congressional candidates within the district our club is located.

The gain to our club was enormous. Experience was derived by our members in organizing and executing a program devoted to the public welfare. We planned everything from publicity for the debate to designing the format the two politicians were to follow. Some members gained experience in addressing the large assembly and in presenting questions to the debaters. For the program we enlisted the help of the local TV stations, radio stations and newspapers—providing us with an excellent opportunity to work with the media.

For the community, the benefits were obvious. The public was given the chance to learn of the differences between the two contending congressional candidates, one of whom was to represent us in congress. Educating the voter so as to help him make a rational decision in choosing among alternatives is essential but often neglected. On that evening this educational enlightenment was provided.

Through much planning and very detailed integration, our club was not only able to provide itself with an enormously helpful experience, but was also able to supply our community with essential educational information.

Mickey Weltman  
University City, Missouri

## An Overloaded Pigeon

During World War II, reporters with the invading forces had no means of sending their reports except by carrier pigeon. Some were so overloaded that they fell back to earth and, similarly, one of them fell in the September issue of THE TOASTMASTER magazine.

In the June, 1976 issue, "The Lincoln Legend," it was evident to me that simplicity is power. I fail to find that magic ingredient in William J. Gallagher's article, "How to Win the Battle AGAINST Bad Writing." The more I reread the verbose prose, the more I became convinced that he scored a major victory—hands down—in defeating the purpose of the article.

The best speeches and writings are concise and generally consist of an old proven theme used and known through the ages: Tell them (the audience and readers) what you're going to tell them (introduction) . . . Tell them (body) . . . and then tell them what you've told them (conclusion). Very basic, very simple, very capable of withstanding the test of time.

Elegance of language may not be within the reach of all of us, but plainness and directness certainly are!

Remy Van Hout, ATM  
Seattle, Washington

## Save the Patient!

For several years, I have been reading in THE TOASTMASTER diagnoses for a myriad of illnesses that impart upon and affect the well-being of a club. The prescriptions recommended for these ills were dis-

pensed by "specialists" who observed and handled similar cases throughout their Toastmasters "doctoring" career.

Sometimes it appears, however, that each club (patient, if you prefer) has its own unique problem, personality and well-being to consider that has been missed by the "specialists." Perhaps we have to get back to training a greater number of "general practitioners" at the so-called grass-roots (club) level. This "general practitioner" would be the local resident with the first aid kit. Club problems diagnosed early, would, in the majority of cases, require only the application of immediate first aid.

In way of illustration, let's consider a local resident who attends a club meeting where the majority of the principal participants fail to show up, for whatever reason. In his first aid kit, the "general practitioner" has a do-it-yourself meeting in a simple 8x10 manilla envelope. The items in the kit include an invocation, a humorous short story, appropriate situational questions for Table Topics and an outline of a prepared speech (or better still, a hip-pocket speech that is ready for delivery). These items are not some voodoo doctor's magic potions, but professional, time-tested items guaranteed to add new life to any faltering meeting.

When the Toastmaster of the Day cries out for a "doctor in the house," perhaps the grass-roots paramedic with the proper first aid kit and experience to immediately apply the necessary treatment can save the patient, without losing any semblance of the professional attitude and atmosphere of the Toastmasters meeting.

Michael L. Wardinski, ATM  
Alexandria, Virginia

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

TOASTMASTERS INTERNATIONAL is a non-profit, educational organization of Toastmasters clubs throughout the world. First Toastmasters club established October 22, 1924. Toastmasters International was organized October 4, 1930 and incorporated December 15, 1932.

A Toastmasters club is an organized group, meeting regularly, which provides its members a professionally-designed program to improve their abilities in communication and to develop their leadership and executive potential. The club meetings are conducted by the members themselves, in an atmosphere of friendliness and self-improvement. Members have the opportunity to deliver prepared speeches and impromptu talks, learn parliamentary procedure, conference and committee leadership and participation techniques, and then to be evaluated in detail by fellow Toastmasters.

Each club is a member of Toastmasters International. The club and its members receive services, supplies, and continuing guidance from World Headquarters, 2200 N. Grand Ave., Santa Ana, California, U.S.A. 92711.



Dr. Ralph C. Smedley  
Founder, 1878-1965

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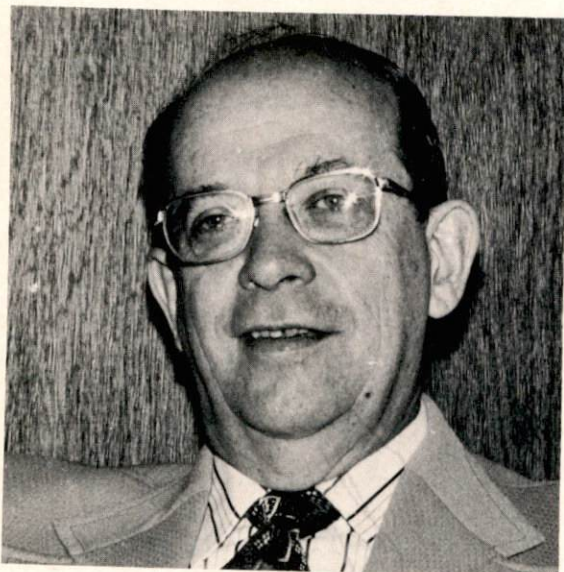
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# Serve Others and Serve Yourself

by  
**Robert W. Blakeley, DTM**  
**International President**



A member of my club recently challenged me when I stressed the importance of leadership in the Toastmasters program. "I came here to learn to speak and work in a group situation," he said. "Not everyone *can* or *wants* to be a leader." That is a fair statement and, from the perspective of the new member, a valid point. It is not the Toastmasters experience, however.

I wonder how many of us will achieve the personal growth we are after by moving from one plateau to another? Sometimes it is hard to move from the plateau of comfort in what we are doing to another that is almost totally unknown to us. But we do—and we learn and grow because of it. It's the same way with accepting leadership responsibilities in our clubs.

Dr. Smedley, in writing about new club officers, once said: "For the club officer, the opportunity is twofold. First he assumes responsibility for the progress and welfare of his

club. Whatever his position may be, it carries obligations on matters essential to the successful operation of the organization. Whether the officer is president or secretary or sergeant at arms, or vice-president, his duties are clearly specified in the bylaws and in the various guides on club operation, and it is his business to know and understand these duties. Second, he steps into a phase of leadership which can be of great value in his own personal development. Being an officer may involve extra service in the performance of his tasks, but it opens the way to new growth and development in his own life. There are rewards for him, if he will claim them. He will grow through the experience he encounters in the work which his office involves."

Why should you be a club officer? Here's what Ed Richfield, ATM, said about it in the May, 1976, issue of District 8's *Eightball*: "I did not join our Toastmasters club to become a club officer; I joined because I felt the need to improve my ability to communicate with people and to gain confidence in presenting my view to others. . . .

"I soon learned, though, that clubs do not run smoothly and efficiently without some very special people who are ready to give that little 'extra' to insure that all the membership receive the greatest possible benefit from their club.

"My first reaction to a request to serve on a committee to help the educational vice-president with club programming was one of resistance. I felt somewhat inadequate when I considered their talents. How could I possibly help? After more persuasion, I finally agreed to try. I soon discovered that some of my ideas were discussed and even practiced at meetings. I felt a sense of achievement with this small service to the club and undertook other assignments in the social membership, Speechcraft and other committee functions of our club. Eventually, I was nominated and became an officer of the club.

"Having experienced the satisfaction of assisting the management of the club, I felt that a new and meaningful benefit of Toastmasters was presenting itself to me. Our executive meetings worked to solve the problems of scheduling, budgets, attendance, arrangements and programming. The communication level at these meetings was extremely high—much higher than some business managerial meetings I had attended.

"Becoming president of the club seemed a logical step up the responsibility ladder after all the involvement with education, administrative and social problems of the executive committee. Representing and guiding the club was like running a small business or planning engineering projects. Believe me, this form of training in Toastmasters is a bonus that none of us can afford to pass up."

I couldn't have said it any better. Whatever your reason may have been for joining Toastmasters, I urge you to take advantage of this great opportunity to serve others and develop your leadership ability. Become a club officer . . . and show your pride in being a Toastmaster. □

# Stage Fright... and How to Beat It

*All of us have, at one time or another, experienced the agony of stage fright. But as universal as this feeling is, very few people actually understand it . . . and fewer know how to handle it!*

by  
**Sheila Sobell  
Moramarco**

As one victim describes it, "It's like an invisible boa constrictor that wraps itself all around me all the way up to my brain until I'm so paralyzed I can't even speak." Celebrities experience it, as well as the guy next door; so do doctors and their patients, lawyers and their clients, college professors and their students. Like the Holy Roman Empire (which was neither holy, Roman nor an empire), stage fright is only nominally related to the stage, and fear is just one of its symptoms.

A sudden, irrepressible gush of words, a hoarseness of the voice, a river of perspiration—what's it all about? For some, stage fright is simply the fear that they'll say the wrong thing. A business executive I know is always petrified he will mispronounce important words

when he addresses his Board of Directors. It all stems, he tells me, from a bad experience he had while giving an oral book report in the sixth grade.

More often it is related to a lack of self assurance—a feeling of ineptitude or inability to perform what is expected. A nurse I spoke with manifested this variety of stage fright while assisting

a young neurosurgeon with a spinal tap. When she unwrapped a new set of instruments, she realized that she wasn't quite sure how to use them. To conceal her uncertainty, she turned to the doctor and ingenuously asked, "Do you want me to read you the directions?"

"No," he snapped, "I know how to do a spinal tap." That quip almost cost her a job and warned her that stage fright, when misinterpreted, can trigger hostile reactions in others.

An exaggerated fear of the unknown seems one of the most common symptoms—the conviction that you won't be able to handle whatever happens. Dory Previn, the well-known singer/composer, sings about it:

*New rooms, new rooms*

*I hate new rooms  
I never know what I will find . . .  
I never know  
just where to look  
I go to a shelf  
get hold of myself  
and pretend to read  
a boring book  
as though my life  
depends on it  
What made me come tonight?  
afraid no one will talk to me  
afraid someone might.*

Like the woman in the song, I used to be terrified of cocktail parties until one night when I glimpsed around and saw someone else with severe stage fright symptoms, chewing the rim of a styrofoam cup and jingling the change in his pockets. He was more self-conscious than I was! That realization made me feel much more courageous. "Have a nibble of mine," I said, handing him my own gnawed-at cup, and we've been good friends ever since.

The damndest thing about stage fright is its unpredictability. You're at a meeting, quietly observing the proceedings, when suddenly someone asks your opinion. You're on a job interview and the interviewer throws you a curve. Suddenly you're gulping for air, drowning in a torrent of words you can't control and going down for the third time.

### **Pause and Refuel**

Experts who teach courses in public speaking tell me the thing to do under these circumstances is *nothing*. It's quite all right to pause for a minute and refuel—even to say, "I need a minute to collect my thoughts." When you do think of a reply, go through it as if you were doing a televised instant replay—in *slow motion*. "Your internal world is going about ten times faster than what's happening around you," says Fred Lewis, a TV personality. "If you speak at the pace your mind is going, it will be absolutely incomprehensible. Make a deliberate effort to slow down. And you'll be surprised how that calms you down."

But before you go into that job interview, before you impress an old love with your new sense of yourself, take

time to psyche out the situation. What about it makes you feel inadequate? Is there a pattern? And while you're at it, what makes you loosen up? On a recent trip to New York, I almost fainted when I found the editor I came to see behind a huge, polished mahogany desk, very elegantly and expensively suited. When the interview was postponed and I returned the next day, I was immediately at ease when I walked into his office and found him at work in his shirt sleeves.

### **Your Image Inventory**

Do a quick image inventory. By concentrating on your strong points, you'll feel less intimidated. And self confidence is a definite asset. Once, when I wanted to go back to work after several years of raising a family, I tried using a sense of humor to sell my qualifications. Instead of apologizing for "being *just* a housewife," I turned those underrated skills to my advantage. Here's how my vita read: EXPERIENCED IN CRISIS INTERVENTION—CAN ADMINISTER FIRST AID FOR BRUISES TO EMERGENCY MID-WIFERY. HAVE THE PATIENCE OF JOB—CAN CALM, CONCILIATE AND COUNSEL UNDER THE MOST GOD-AWFUL SITUATIONS. CAN COPE SIMULTANEOUSLY WITH AN IMPORTANT PHONE CALL, HYSTERICAL CHILDREN AND IRATE NEIGHBORS. HAVE SERVED FOR FIVE YEARS IN THE DEMILITARIZED ZONE, AFFECTING CONCILIATIONS BETWEEN WARRIORS OF ALL AGES, RACES, SEXES AND PERSUASIONS. Let's face it—sometimes it's all in the packaging.

Make it a point to have your opening and closing lines down pat. Practice asking a friend for the pay raise you deserve. Try, for starters, "Since I have seven years of on-the-job experience compared to the men fresh out of college you just hired, I want a pay raise. These men earn more than I do, but they constantly need my help and supervision."

Just as important a safety hatch is the exit line. If you've explained your position but the boss seems doubly recalcitrant, try closing with, "Why don't you think about it for a couple of days? Let's discuss it again on Friday." If you've planned what to say when the going gets rough, when the cue's thrown you'll

know how to exit quickly and gracefully.

There are Toastmasters clubs, Toastmistress clubs and adult education courses in public speaking. There are hypnotists, behavior modification specialists, bio-feedback therapists. There are courses in executive presentation, assertiveness training and human potential actualization. But they all deal with one thing—stage fright. And they all have one gospel—experience. So the more you rehearse that big scene, the easier it becomes. The better prepared you are with notes, facts, entrance and exit lines, the better you'll do.

Even people we normally regard as sophisticated, poised, and unflappable succumb to stage fright consistently. Humorist Cornelia Otis Skinner couldn't shake the shakes; she often felt that she ". . . might suddenly go mad and goose the leading man or walk calmly up to the footlights and stick out (her) tongue at Brooks Atkinson . . ." It made Jack Benny sick to his stomach. It makes urbane Dick Cavett almost hysterical. "I just realized—I have to go on television in a minute," he writes in his autobiography. "I think I also have to . . . (go to the bathroom) for the third time in a half hour. Do you think they'd understand if I took a catheter onstage?" It gives Ava Gardner a parched throat. "My mouth dries up completely on the set; I keep lemon juice handy and take a sip from time to time. I remember a cutter saying once: 'I'd like you to see what I have to take out of your scenes!' He ran them through for me and there were all those audible clicks where my mouth had gone dry."

### **Behavior Modification**

Professional speakers and big stars often claim that a certain amount of nervous energy works for them, but if you want to beat the more paralyzing effects of stage fright, behavior modification may really be the key. For two days now, I've been wearing a rubber band around my wrist. Every time I get the urge to dig a spoon into that ice cream carton in the refrigerator, I give the rubber band a resounding whack on my wrist. I've raised a few welts, shed a few pounds and can't stand the sight of ice cream anymore.

Charles Thompson, a psychologist at the Behavior Modification Institute in San Diego, says this "avoidance" technique works equally well for stage fright. Say, for example, that you've cut down on your social life because you're frozen at the thought of running into a woman in your circle whose dinner invitations you constantly refuse. You can condition yourself right out of your state of panic (and hence your stage fright) by a few days of the old rubber band trick. Every time you're tempted to skip a social engagement because your "friend" may be among the guests, give yourself a resounding wap on the wrist. After a few days of this, you'll no longer be intimidated by the idea of running into this woman. Once you recondition the way you respond to the idea of going to a party and seeing this "would-be hostess," you'll no longer be terrified of bumping into her unexpectedly at a social event. When you do, you'll be poised and at ease.

Or you might try a promising technique with the unlikely name "Response Costs Contingency Management." Using this method, you have to earn the right to do something you enjoy by doing something you're afraid of. For instance, say to yourself, "If I don't call John to get my records back, I won't be able to wear make-up next week." "If I don't call my father and tell him to get off my back, I won't be able to go to the theater."

### Not Strong Enough

But if you're not strong enough to carry out the bargain, it might be a good idea to let someone else be in charge of the contingencies.

"I worked with a couple one time where the wife was chronically late for everything, but wouldn't cooperate with the program," said Dr. Thompson. "So we put the contingencies on *him*. If she didn't get to work on time, he had to take the bus to work. He *hated* the bus. It worked."

A more sophisticated technique popular with behavior modification advocates is called "desensitization."

"Suppose I feel anxious when I have to give a talk to a group of parents," he continued. "I become so panicky that I withdraw. The withdrawal—not the

giving the talk—makes me feel so good that I continue to avoid situations like that even though it may cramp my lifestyle."

In a desensitization approach, the doctor and client set up a target behavior—the ability to overcome your dread of seeing your ex-husband in order to arrive at a property settlement. You might begin desensitizing yourself by imagining a less threatening scene and constructing a hierarchy of images leading to the actual confrontation. Your hierarchy might begin with "I have to call Bill in three days," and then, "I have to call Bill in two days," until you get to "I have to call Bill right now." Then imagine dialing the number and waiting for him to answer. Now he's answering. If you find you are imagining hanging up, it's time to start over.

### Use Your Imagination

Once you can imagine talking to him on the phone and making the appointment without feeling alarmed, you're on your way. Let's say you've set the appointment for Saturday morning, three days from now. You work up to Saturday morning by using another series of images. In your hierarchy, you imagine getting dressed, driving over in your car, until you can actually see yourself in the same room delivering your "entry line."

What all this comes down to is that certain events (the idea of seeing Bill) cue certain behavioral responses (anxiety). But by doing a full dress rehearsal beforehand, the fear of the unknown is reduced and you're home free. "You don't necessarily need a psychiatrist to help you desensitize yourself," Thompson added. "Just aim for a target behavior, plan a series of gradual, non-threatening steps leading up to it and you'll find your stage fright minimal."

Speaking of control . . . The alarm clock has just gone off. I'm due at the editor's office in two hours to hand in my story. I'm getting dressed. I'm burning my hair on the curling iron. I'm gathering up my manuscript and getting into a cab.

Oh my God! The elevator doors are opening. My pantyhose is wrapped in folds around my right thigh. And that's

## Start'em Laughing

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the leg that is always on top when I cross my legs. (I always sit cross-legged.) My elbows are pressed to my sides because the perspiration stains have made it almost down to my waist. The elevator is stopping. There is a model sitting in one of the chairs. I smile at her. She looks at me with that Las-Vegas-show-girl look. I am invisible. I reach for my card. My portfolio falls to the floor. The receptionist looks up.

Now, what's my entry line? I've got it. I turn to the receptionist with, "Say, I just realized this is the wrong day for my appointment," and flee into the elevator.

Some days you just can't count on anything! □

Sheila Sobell Moramarco is a freelance journalist based in San Diego, California. The president of the San Diego County chapter of the National Organization for Women, Ms. Moramarco has written for *McCalls*, *Modern Maturity*, *Science News*, *San Diego Magazine*, *The Early Years Parent*, *Childhood Education*, *Children's House* and the *NRTA Journal*.

**HURRY!**  
Contest ends  
December 31, 1976

**Sharing  
'76**

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Sharing '76, Toastmasters International's worldwide membership campaign is on now! It's your chance to stand up and be recognized for membership building achievement and receive distinctive Toastmaster awards at the same time:

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These awards are new items created for **Sharing '76** and are *not* available through the catalog.

- The **PRESIDENT'S SPONSOR**—the top membership builder for 1976 will receive roundtrip coach air fare to the 1977 International Convention (from Continental U.S., Canada, or equivalent), single room accommodations at the convention hotel, and convention registration (including meal tickets).
- The five members with the highest totals all join the **PRESIDENT'S CIRCLE** and will be awarded special recognition and award plaques.

Are you sharing?

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1. All Toastmasters are eligible.
2. In order for the sponsoring Toastmaster to receive credit, his name must appear on the application (No. 400) of the member he is claiming. The new member must join in calendar year 1976, December new membership applications must reach TI World Headquarters by January 10, 1977, and credit must be claimed by the Sharing '76 sponsor by January 31, 1977.
3. Recognition is based upon the number of new members who pay the member service fee, charter members, and reinstated members. Transfers are not included.
4. Toastmasters participating in Sharing '76 should use the Sharing '76 Recognition form provided. (This form will be reprinted periodically in *THE TOASTMASTER* magazine and in *TIPS*.)
5. Five **SHARING POINTS** are awarded for each five new members sponsored. Each Sharing '76 participant may select the award(s) he is entitled to, but each **SHARING POINT** may be used only once toward one award. For example, 15 **SHARING POINTS** would be required to receive both the calendar (5 points) and paperweight (10 points), with 30 **SHARING POINTS** required to receive all three awards.
6. Please allow 6 weeks for delivery of awards to U.S. addresses slightly longer outside continental U.S.
7. Customs duties (or taxes) on awards are the responsibility of recipients.

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			ZIP: _____	
		CLUB: _____	DISTRICT: _____	
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		_____		_____
		_____		_____
		_____		_____

DATE \_\_\_\_\_

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

PRIZE SELECTED:

- CALENDAR (5 PTS.)       PAPERWEIGHT (10 PTS.)  
 TIE (15 PTS.)



# Learn to Speak Metric

by

Allan G. Bluman, EdD  
Club 901-13

Toastmasters . . . the United States is going metric! Last December, President Gerald R. Ford signed into law "The Metric Conversion Act of 1975." In brief, the two main provisions of this act state:

1. *That the national policy of the United States will be to plan and coordinate the use of the metric system in the United States, and,*

2. *That a Metric Board be created to coordinate the change from the English system to the metric system. The Board will have no mandatory powers and no subsidies are expected. Costs of the conversion will be absorbed by business or operations costs. There is no specific timetable for the changeover, but it will be left to each sector of the nation.*

So what's this mean to us? It provides us with a great way to get involved, and to spread the word about Toastmasters at the same time. And it's really very easy!

There are several ways in which we can aid in the transition from the present system of the United States to the metric. First, we can give speeches to our own clubs about the metric system. Such interesting topics as "The History of Measurement (early measurements were based on parts of the human body"; "The Development of the Metric System (it was first proposed by a Frenchman, Gabriel Mouton, in 1670)"; "The Uses of the Metric System in the United States Today (photographers, doctors, pharmacists and many others use the metric system every day)" and "The Simplicity of the Metric System (yes, it is really easier to do calculations in metric)" are only a few of the many subjects you could use for speeches.

In addition, many Toastmasters will want to give similar talks to other organizations through their club's Speakers Bureau.

Second, Toastmasters can use various topics about the metric system for debate. It should be pointed out, however, that one topic which should not be debated would deal with whether or not

the United States should change to the metric system. The changeover is already in progress. But debate topics could deal with whether or not the metric system should be taught in the public schools by 1977; whether or not the Federal government should pay the costs of the changeover or whether or not the use of the metric system will increase production and stimulate the economy.

Third, Toastmasters who have learned to use the metric system can give workshops to various groups who are interested in learning about it. There are many books, programs and other material available. While some may be found in local bookstores, a list of materials published on the metric system can be obtained by writing the National Council of Teachers of Mathematics, 1906 Association Drive, Reston, Virginia 22091. (Simply request the NCTM Metrication Update and Guide to Suppliers of Metric Materials.)

Fourth, Toastmasters can become members of the National Metric Speakers Bureau by writing to the United States Department of Commerce, National Bureau of Standards, Washington, D.C. 20234. They will provide information and a slide program to enable speakers to give talks on the metric system.

Finally, questions on the metric system can be used as a basis for Table Topics in your club meeting. But remember, this should not be turned into a "quiz" program. Questions such as: "How many centimeters in a foot?" should be avoided. Pose questions similar to the following: "What will it cost your company to change to the metric system?" or "What is the best way to educate your employees on the use of the metric system?"

So, Toastmasters, here is an excellent opportunity to help the United States in its changeover from the English to the metric system while also helping your own club, area or district. Try it . . . and find out how you measure up! □

**"**I like Bob, but he makes me feel so uncomfortable I can hardly bear being around him," confided my friend Jean.

I know what she means, but I know why . . . and she doesn't. Bob's as friendly and non-threatening as a puppy, but he's ignoring one very important aspect of effective communication. And that's respecting space when we're communicating.

What does that mean? Forty-five percent of communication takes place at the verbal level with the use of words and the way we speak them. The other

55 percent takes place at the nonverbal level. And that percentage can't be ignored—not if we're going to be effective in communicating with others, both in formal and informal situations.

Sarah Klinefelter, chairman of the speech and drama department at a mid-western college, says that one of the most critical aspects in communication is the use of space. People need to know what happens and explore why it happens. Nonverbal and verbal language go on at the same time, but most people don't recognize it immediately and con-

sciously identify what it communicates. Observations such as "I can't quite put my finger on it, but . . ." or "I get this feeling that . . ." stem from information we're getting from nonverbal communication.

Protecting our territorial rights is an instinctual drive we all possess, whether we realize it or not. If that right is threatened and our territory invaded, we become ill at ease and nervous. Our turf, if you will, is the space reserved for the distance we want to keep between ourselves and other people.

# Communication- It's a Matter of Space and Time

by  
**Vivian Buchan**

Klinefelter divided this territory we claim is ours into four areas: 1.) *Intimate space* (reserved for husbands, wives, sweethearts) is from 6 to 18 inches; 2.) *Personal space* (for friends and acquaintances) is from 1 to 2½ feet; 3.) *Social space* (for people at cocktail parties, reading rooms, lunch counters, etc.) is from 4 to 7 feet; and 4.) *Public space* (for strangers on park benches, at bus stops, etc.) is beyond 7 feet.

### The Invasion

Now let's go back to why Bob bothers Jean and see how a habit he has disturbs others, and why. Bob usually stands or sits so close to the person he's talking with that he sometimes bumps foreheads with them. What he's doing is invading the intimate space Jean (and others) reserve for their closest and dearest friends. And that invasion seems not only improper, but threatening. What he does on the nonverbal level overshadows what he's saying on the verbal level, making communication difficult and disconcerting.

Let's suppose you're sitting on a park bench and you begin edging closer to the attractive blonde sitting on the other end. If you move closer than four feet, you begin intruding on her personal space (reserved for friends). And that makes her nervous and suspicious. If she's receptive to your invasion of that territory, she may not get up and walk away. But if she isn't, and you keep inching closer and closer, she may do more than walk away. She may slap your face or call a cop.

Because public space is hard to maintain in crowded offices, people become edgy and tense when the space that's personal and reserved for close associates is invaded by others. This became evident when it was necessary to remove seating space in the reading room at our public library for more book shelves. People became so uneasy sitting close to strangers that they'd get up and move to another location if at all possible. They even began carrying magazines and newspapers into the stacks and standing up to read in preference to

sitting elbow-to-elbow with strangers.

Thus it becomes evident that the need for public space should be considered in utilizing office areas, designing buildings, asserting authority, interviewing for jobs and developing relationships at all levels.

Kathy Pudzuvelis, another speech and drama director in an Iowa college, said, "Although we could overrate nonverbal communication, it is very important in many aspects of everyday life. If two messages are sent at once, verbal and nonverbal, the nonverbal one carries most of the weight of the communication. Many people are oblivious to the reaction process from other people. Problems arise, both socially and professionally, if there's any incongruity between what is said verbally and what is said nonverbally."

Helen's about ready to quit her high-paying job as a legal secretary because Fred, a new lawyer with the firm, is unconsciously invading her intimate space. She complains, "I can't stand the way he's always breathing down my neck, leaning over my shoulder to see what I'm typing and when he sits with his knees touching mine as he's dictating. I'm sure he doesn't mean anything by it because he never says a word out of line. But I don't enjoy my work anymore now that I've been assigned to him as his personal secretary."

Oddly enough, your personal territory needs contract and expand during the day for several reasons: the emotional state you're in, the things you're doing and your cultural background. Klinefelter observed, "People have a very real feeling of what's their personal space and what's an invasion of it. Studies show that people are more territorial earlier in the day than later on."

### Our Invisible Barriers

We can theorize that as we're forced into proximity with co-workers during the day we have to ignore (though unwillingly) those invisible barriers we've erected around us. Or perhaps we become so weary we don't have the energy left to fight for those territorial rights.

## Don't Be a Lost Officer!

If you were just elected as a club officer, make sure your new president has included your name on the officer list and sent it to World Headquarters. Otherwise, you'll miss all the important information mailed out during the year to club officers.

If we all understood this need to protect our territories and observed those barriers, tension and irritability might be reduced in offices and factories.

In addition to your emotional state or the activity you're engaged in, your background has affected you as to the way you feel about being close to others. One authority found that people of North European heritage have a tendency to avoid closeness and contact, while Italian, French, Russian, Latin American or people from the Middle East feel happy and comfortable close to one another.

This conditioning has a real impact on business, diplomatic and personal relationships—an impact that can destroy communication far more than we realize. For instance, Pudzuvelis noted, "Black persons tend to stand closer together when talking than Caucasians. So when a black person and a white person meet, there may be a subtle tension right from the start."

### Your Eyes Talk

We've talked about space in communication. Now let's see how time enters the picture. Let's start with eye contact. Eyes talk. Each culture has established the length of time eye contact can be maintained without it becoming suggestive, disconcerting or threatening. Americans complain that people from other countries stare or hold a glance longer than necessary or proper. In this country, the looking time is generally sensed to be okay if it's not longer than 10 seconds. Looking at someone longer than that is just not considered

proper. Try an experiment. Establish eye contact with someone in your audience when you're giving a speech. Hold that contact for longer than a few seconds and you'll find he begins to fidget, take quick looks to see if there's gravity on his tie, glance at his program, cover his eyes with a handkerchief or begin looking at pictures around the room.

What's more frustrating than carrying on a conversation (or trying to) with someone wearing dark glasses? We say, "Let me look at your eyes so I can tell what you're thinking." Some eye movement is conscious (batting the eyes or winking), some is learned but unconscious (how long and under what circumstances people look at each other) and some is unconscious (automatic eye response).

According to several studies, dilation of the pupils usually occurs in situations when people are pleased with what they see. One test conducted on male students who were shown pictures of nude women revealed that the pupils of their eyes widened to almost twice their normal size. If you see "stars in her eyes," you're not imagining them. A woman's eyes shine, sparkle and dance when she's feeling happy or pleased.

### Handling Time

Now let's go on to another use of time that nonverbally expresses our attitudes. A psychiatrist remarked that he could evaluate a person's attitude toward others by the way he handled time in keeping appointments. "If a person's always late, it's often because he feels hostility toward or lack of respect for the person he's meeting. It also indicates an excessive self-esteem or inflated ego. The person who's usually early is one who's anxious to please and expresses respect for the other fellow. The one who's right on time is pretty well-organized, respects time (his own and the other person's) and he doesn't feel much hostility toward anyone or anything."

This may be an oversimplification, but strangely enough the nonverbal expression made by the person coming for the appointment reacts on the one who's waiting. If he's kept waiting, he's annoyed and irritated. If the person is too

early, he unconsciously feels flattered and pleased. If the person is prompt, he respects his attitude toward the use of time, knowing that time is valuable to his client as well as to him.

The person who said, "Your actions speak so loud I can't hear what you say," understood the power of nonverbal communication. What he may not have understood is that 55 percent of what we're communicating is nonverbal. Understanding how space and time affect

communication will make us more effective in our relationships with others. Or at least it should. □

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

## the Program Planner



We all know that Toastmasters is one of the greatest learning experiences ever offered. The "learn by doing" concept is time-tested and has been highly acclaimed by many of today's foremost educators. But what about the fellowship that is associated with a Toastmasters club meeting? How big a part does that play in this learning process?

Although the term itself is rather ambiguous in nature, fellowship actually plays a *very* important part in the individual member's learning process and in the organization's growth as a whole. Without that atmosphere of friendship, without that "helping hand" our members often extend toward others, the Toastmasters club, as we know it today, would simply not exist.

What can you do to improve the feeling of fellowship in your club? There are many things you can do. The following is just a small list of some of the things you may want to try:

- *Use carpools*—Save gas, increase attendance and build a greater feeling of camaraderie among your club members by organizing carpools to and from your meetings.
- *Involve family members*—Hold a "Spouse's Night" or a "Family Night." Plan barbecues, picnics, beach or baseball outings for your members and their families. Make your club "one big happy family."
- *Hold different or special meetings*—Try to bring your club closer together by holding some of your meetings in members' houses or by planning special "Anniversary" or "Charter Night" meetings.

• *Promote a less formal club atmosphere*—Loosen your club up. Have your educational vice-president plan the meeting so time may be given to talk to guests and new members or to simply say "hello" to your regulars.

Dr. Ralph C. Smedley probably said it best: "Let us never forget that we learn in moments of enjoyment. Fellowship is important in Toastmasters. Our members stay in their clubs because they like each other . . . and they are learning together. □

# IT'S ALL IN THE LANGUAGE

by  
DOMINIC F. MARTIA, PHD

Alexander Pope was the greatest English poet and wit of the eighteenth century. Physically, he was also one of the least attractive men. Cruelly deformed by a childhood disease, Pope was a shrunken, twisted, hunchback. His friend, the playwright, William Wycherley, was tall, straight and handsome. Yet, in comparing the two men as possible companions, Gotthold Lessing, the German dramatist and critic, said that he could not imagine anyone's preferring Wycherley to Pope, because Pope's greatest wit shone through his language and made one forget his ugliness. Yes, language has the power to do that.

Pope had much to say about language. Possibly his wisest statement on the subject was, "True wit is nature to advantage dressed/what has oft been thought but ne'er so well expressed." In other words, startling originality is

not necessary. Common ideas and everyday experiences can be the subjects of true wit, if they are expressed well.

The best way to express whatever you might want to express is to intelligently employ two broad principles. The first principle is selection; the second is arrangement. Let's take them one at a time.

You are all familiar with the famous line, "Whether or not one ought to sustain one's existence is a personal dilemma of the greatest magnitude." You say you aren't familiar with that? What about, "To be or not to be, that is the question." Now you recognize it, don't you? Once you hear it the way Hamlet said it, you aren't likely to forget it. And why? Because Shakespeare selected his words very carefully. They are simple, repetitive, mutually reinforcing and direct. Very few of us can claim to be half the poet that Shakespeare was; all the more reason to be especially concerned about our selection of words.

The key to selection is to simply be aware of the range of possible choices and then to make the one that seems best. For example, if you want to say that someone is overweight, you would probably select either *fat* or *obese*, but you could also use *corpulent*, *plump*, *ponderous*, *porcine*, *elephantine*, *gargantuan* or *rotund*. If you bought a "lemon" at the used car lot, you might complain to the service man that the engine misses. But wouldn't he be more apt to pay attention if you said it *coughs*, *sputters*, *wheezes*, *chokes*, *palpitates* or *belches*?

Selection doesn't necessarily mean giving up the simple for the learned or dropping the ordinary for the ingenious. *To be or not to be*. That's as simple and ordinary as a raindrop.

After the best words have been selected, they must be arranged. Thoughtful arrangement is the second principle of effective language use. Again, take "To be or not to be, that is the question." Would the thought resonate as powerfully if Hamlet had said, "That is the question, to be or not to be?" I doubt it. But let's take a more prosaic example.

Suppose you want to exhort your audience to vote for a school bond issue.

Your concluding statement might be: "The welfare of our children depends on this bond issue." But, using a somewhat different arrangement, you might say, "On this bond issue depends the welfare of our children." Different arrangement, different effect.

The two principles of selection and arrangement equal one responsibility—the responsibility to make conscious decisions about the language you use. No one can say with absolute authority that any one choice of words is the only right way to do it or that any one manner of arrangement is decidedly the best. What is best depends on the occasion, the audience, the subject and the context. This is true for both spoken and written expression.

But don't take my word for it. Let another specimen convince you. As you read the passage below, ask yourself if you would be proud to be a citizen of a country in which basic tenets are expressed in such language. Here's the passage:

*It would appear to be universally obvious that people possess a basic innate similarity in terms of their claim on their individual existences, their inviolable personhoods and their absolute right to do their own thing.*

Such a mixture of the pedantic and the colloquial, such a descent from pomposity to bathos can scarcely inspire high ideals. But let's read the same thoughts as they were actually expressed:

*We hold these truths to be self evident, that all men are created equal and are endowed by their creator with certain unalienable rights, that among these are life, liberty and the pursuit of happiness.*

The founding fathers of the United States knew how to select and arrange their language and partly on this power, they built a nation. We may not be able to aspire that high, but by applying the same principles of selection and arrangement that they used, we can at least write better speeches. □

Dominic F. Martia is president of the Park Forest Club 1717-30 in Park Forest, Illinois. The Assistant to the President at Roosevelt University in Chicago, he has a Ph.D. in English.

# toastmasters action



Dr. Roland Thaler

## Toastmaster Jogs to Escape Heart Attack Syndrome

GAINESVILLE, FL—With today's renewed interest in health, there's really nothing very special about a dentist who also happens to be an avid jogger. But what about a jogging dentist who also happens to be a Toastmaster . . . a Toastmaster who practices his speeches while he's running?

Dr. Roland Thaler (left), a dentist and member of the Gator Club 3915-47 in Gainesville, Florida, is aware that many of his neighbors thought it strange of him to come running from his front door at 5:30 every morning. But, he says, he now sees some of them, dressed in sneakers and shorts, doing the same.

Dr. Thaler's reason for running originally was to escape the heart attack syndrome his doctor said he was in. Thaler said that when he started seven years ago he weighed 180 pounds and smoked cigarettes heavily. Now at a trim 155 pounds, Thaler speaks enthusiastically about the benefits of running.

"It has touched every part of my life. Professionally, I feel I have more stamina at the end of the day. It's a great stress

reliever, also I think I'm more tolerant and patient."

Dr. Thaler also credits Toastmasters with helping him improve his professional and personal life. "It's the best self-improvement program I've ever been involved in," he says. "Since I began in Toastmasters over two years ago, I've become much more open and outgoing. It's also easier for me to converse with my patients."

Because he is an avid jogger, Toastmaster Thaler recently moved 26 miles through the streets of Boston, Massachusetts, as a runner in the Boston Marathon.

In preparation for the event, he runs about 60 miles a week, which is considered minimum training for a marathon. His daily workout included a seven-mile run plus one long run every weekend.

That might be considered enough to qualify any 39-year-old father of four for a marathon event, but long-distance running has become so popular that Thaler would not have been entered in the Boston event at all, save for his profession.

"The Boston Marathon has quite a tradition," he explained. "Those who are yet 40 years old are required to

ran a marathon in the past year in less than three hours. That's an average of less than seven minutes per mile."

All qualifications were waived for Thaler, however, as he ran under the banner of the American Medical Association's Jogger Association, whose members are permitted to run regardless of their speed.

"My pure objective was to finish the thing," he said. And finish he did, in a time of four hours and ten minutes—quite an accomplishment since the ranks were really thinned down near "Heart-break Hill," a rather steep incline about 21 miles from the start.

"Running is a lot like preparing a speech," says Thaler. "Your competition begins to thin out as you progress in the program."

Thaler said that he'll not be changing his running routine—or his attitude toward Toastmasters—anytime in the foreseeable future. He'll continue to practice his speeches while racing the dawn on the streets of Gainesville. □

### Conner Takes Toastmasters On the Road

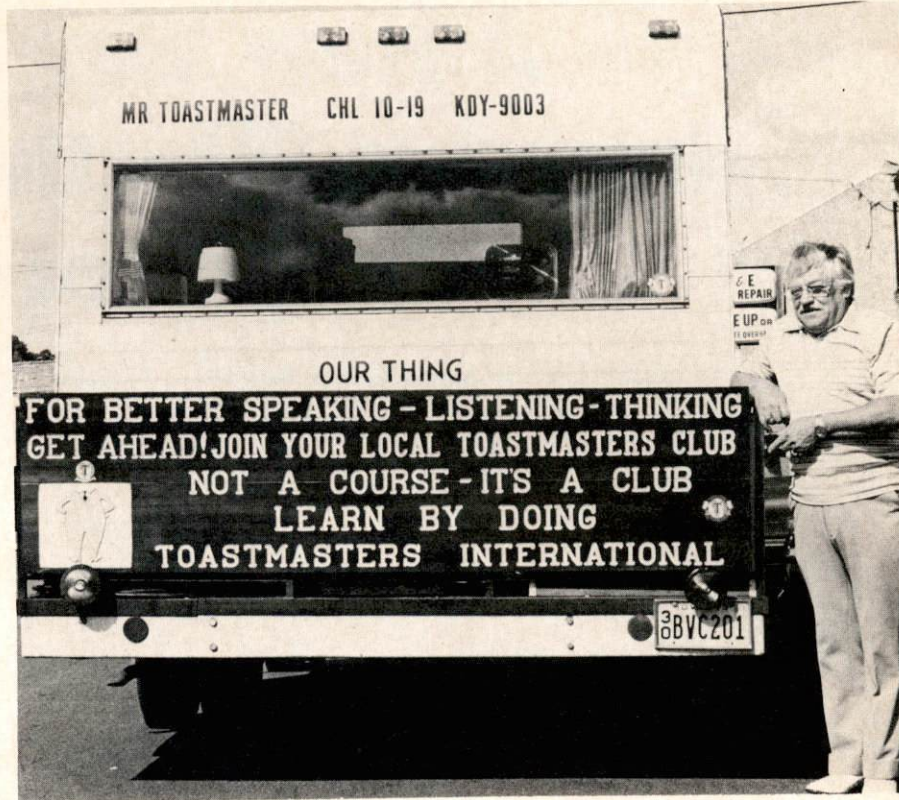
MILFORD, IA—It's been said that the world is full of people who talk about doing things, but fail to actually do them. Bill Conner (right), ATM, western division lieutenant governor of District 19, would have to be an exception to that rule.

While serving in various club and area offices, Bill had the feeling that most Toastmasters were not as proud of their membership as they should be. They wore their pins only to meetings, wore no Toastmasters rings and did not display Toastmasters decals and bumper stickers on their cars. So Bill, after retiring from his work, decided to do something about it.

"I decided to become a full-time Toastmaster and start spreading the word," he said. "I had this sign made. It isn't a cheap sign, either. It is redwood with letters carved 1/2" deep showing my strong feeling for Toastmasters."

The sign (shown in the accompanying photograph) is attached to Bill's motor home, which he uses to visit his 44 clubs.

"When I visit an evening club," he



said, "I arrive in the afternoon and drive around the city to arouse interest. When I visit a morning club, I arrive the day before to spread the word."

"Often on my C.B. radio, I hear 'Breaker, Breaker . . . Mr. Toastmaster.' When I reply, I hear questions like: 'What is Toastmasters all about?' or 'I would like to know more about Toastmasters' or 'I would like to join a club but know of none in the area.' When I hear the last one, I tell the caller to pull over at the next rest stop and we will start one! Yesterday, for example, while parked at an auction, a young man from Lake Park, Iowa, came to the motor home and asked when and where the next meeting was in the area . . . he wanted to join. So it is working."

Bill says that he doesn't expect every member to have a large sign made for their car, but does feel every member should brag about the fact that they are Toastmasters.

"This isn't a program that you attend for a few months, receive a diploma for and forget," he said. "We should keep learning, spreading the word and helping others. And in doing this, we can help ourselves." □

### NAD Club Prepares Program for Time Capsule

MCALESTER, OK—What will Americans in the year 2076 know about taxes, welfare or the Gay Liberation movement of the 1970's? Well, somebody is doing something to make sure they have at least some knowledge of these subjects.

Members of the U.S. Naval Ammunition Depot Club 746-16 in McAlester, Oklahoma, recently participated in the dedication of a Bicentennial Time Capsule, scheduled for opening on the nation's tricentennial.

The club, according to NAD member Zanza Isbell, videotaped a special program to be included in the Depot's Time Capsule. The program, which presented eight topics (of three minutes each), was geared toward people 100 years from now, covering the subjects of detente, the U.S. Presidential election of 1976, welfare, taxes, morals, space, the American lifestyle and natural resources.

Among the other items included in the Depot's Time Capsule was a paper clip, a fishing license, a marble, a pair of contact lenses and, of course, a credit card! □

# A New Way to Improve Effectiveness on the Job

*Transactional analysis is being explored by some companies as a way to increase the capability of employees to cope with problems and deal more sensibly with people.*

**by Eileen Milling**

The 29-year-old junior executive in the mod, navy blue suit grinned.

"I had strong, positive feelings when I heard the music of 'Howdy Doody Time'," he said. "That program used to come on about 5:30, just before supper, the time we were allowed to watch TV. We were always hungry, but our mother wouldn't let us eat candy. Instead, each of us would be given a big, red, juicy apple. A few moments ago, I could actually taste it again."

"I had a double reaction to that one," chimed in the attractive brunette sitting nearby. "I felt happy because when I was a kid I also enjoyed 'Howdy Doody,' but the down feeling rushed back, too, because I remembered how I had to wash the dishes afterward."

Not a Howdy Doody reunion, the exchange took place at a conference room in the Sears, Roebuck and Co. fashion buying offices in Manhattan. There, training personnel from the American Express Co., the New York Telephone Co., IBM, the American Heart Association and others had gathered for an all-day workshop.

It was held to explore transactional analysis—a training method that is being employed by some corporations to help personnel at all levels use their mental



capabilities for problem-solving and decision-making.

The workshop participants had been listening to replays of different musical themes and had been asked to score feelings as pleasant, neutral, unpleasant or having special significance.

Co-workshop leader Luis F. Serralta-Rivera, a psychologist, explains: "Greater awareness through long-term memory retrieval is an important part of transactional analysis—TA. There are records of things permanently recorded in our mind and there are things happening now that can trigger the replay mechanism. These influence our current behavior. A very important goal of TA is to examine these permanent records and ask, 'Are they helpful to me now?'"

Thus, the workshop's purpose was

to show the participants how the brain indefinitely stores bits of information which, given the right stimulus, surface instantly despite a time lapse. Not only can memory be triggered, TA practitioners maintain, but if the stimulus is strong enough, it helps reveal how feelings left over from childhood may increase tension on and off the job, interfering with productivity, effective communication and bottom-line results.

In addition to music, many kinds of audio and visual stimuli—such as voice records, films, photographs, cartoons, etc.—are used in conjunction with role-playing, game-playing and group interaction techniques to introduce and reinforce TA training in business. The programs are voluntary and are given on company time and at company expense.

## Superficial Analysis?

Answering critics who contend that TA is superficial instant analysis, Dr. Serralta-Rivera states:

"Some people will use it as a gimmick. I see it as a practical method for analyzing and understanding dealing with others, for making relationships more beneficial without a lot of semantic mumbo jumbo.

"In business, TA answers questions such as: 'How do I get along with others?' 'Why do I have problems with my fellow employees?' 'Why do I act the way I do?'"

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He cites this example:

"There was the problem of a male project assistant at the American Heart Association trying to communicate with a benefits assistant, a female. Both are college graduates, but he perceived her as 'just a secretary' when actually she is a competent and needed individual in the organization.

"She was trying to train him in benefits so he could train someone else.

"Before exposure to TA, her attitude was, 'I refuse. It's impossible. He has made the same mistake 15 times. I just don't have the time to get through to him.'

"After TA training, she said, 'You know, I think I've been able to put some approaches together that will work. This time, I won't lose my temper. If he perceives me as a low-level female, that's his problem. I have to be strong enough to know who I am and what I am. His erroneous perceptions of me are really talking more about him than me.'

"The project assistant is now grasping the knowledge needed."

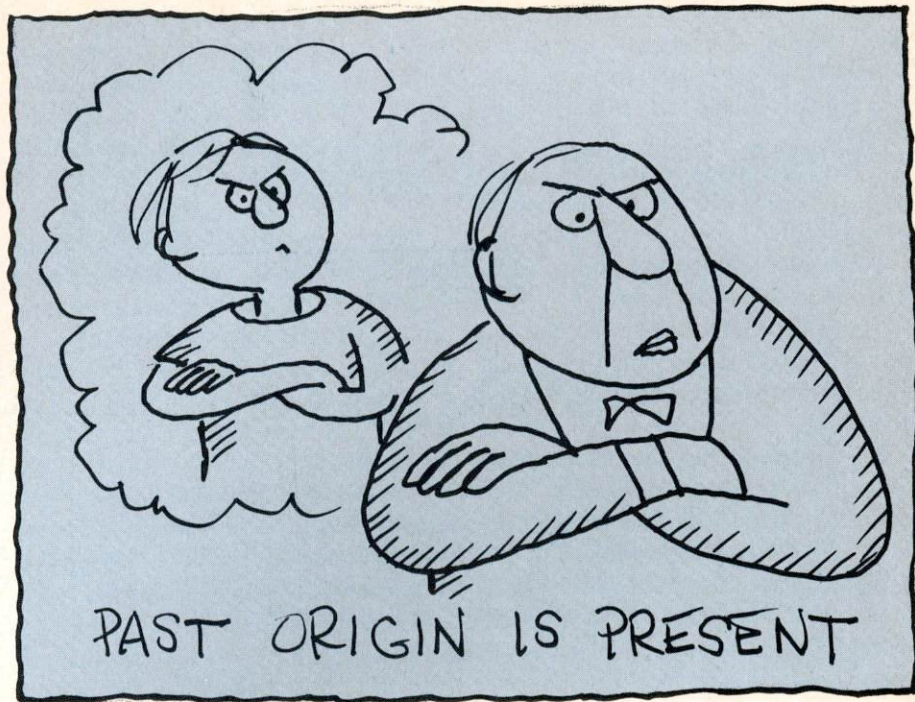
### Scripting of Feelings

TA's thrust is to make individuals cope more realistically and effectively with the here and now. It does so by making them aware of how and why their feelings and reactions have been scripted from the past, usually by their parents in the early, formative years.

Once this scripting is perceived, TA advocates say, the old script or tape can be wiped clean and replaced by a more useful, satisfying one.

Sigmund Freud was the first to theorize that what people feel and do as adults relates to early childhood conditioning. However, the practical application for the millions who do not need or who can't afford extensive psychoanalytic therapy was not apparent until the late Dr. Eric L. Berne wrote *Games People Play*. This was further elaborated on by another psychiatrist, Thomas A. Harris, M.D., in his best-seller, *I'm Okay, You're Okay*.

Dr. Harris' model follows the line that people consider themselves as: "I'm okay, you're okay," or "I'm okay, you're not okay," or "I'm not okay,



you're okay" or "I'm not okay, you're not okay."

One's view of oneself, he says, is determined by the interplay of the parent, child and adult ego states within us. The parent is authoritarian and opposed to change and does what he was taught; highly critical, the parent may also be nurturing. The child is emotional, creative, spontaneous and may also be manipulative and adaptive. The adult is objective, logical, using reason for problem-solving and decision-making.

### A Predominant Ego

When a transaction goes on between two people, the theory has it, one of these ego states will predominate.

The two persons may be in complementary ego states, in which case the transaction will be effective and perhaps cause good feelings or positive strokes. If not, communications will hit a stalemate, become ulterior or deceptive, resulting in destructive games.

If there is distortion, perhaps too much critical parent, the net impact may be frustration and declining productivity—because, with a too-critical parent at the helm, chances are slim that job responsibilities will be carried out properly.

Some corporations which are trying transactional analysis refuse to comment

on its effectiveness. Others, like IBM, are willing to comment, but guardedly.

An IBM spokesman says: "We can't tell if it is valid in our business culture. We'll take a wait-and-see attitude. Many programs that have taken the business community by storm have, in the final analysis, produced no earth-shattering results."

Susan Sinclair, a marketing training director for Pan American World Airways, reports that, as a result of a TA program at Pan Am, stewardesses "have said they have a much deeper appreciation for customers' and other employees' problems."

She adds: "From my own experience as a stewardess, I remember instances when anxiety and aggressiveness of passengers would bring out rudeness, anger or even tears from employees.

"On one of my first flights, I remember serving a drink to two people when I suddenly received a resounding swat on the bottom from an older lady seated on the other side of the aisle. When I recovered my balance and composure, I turned to discover all she wanted was a Scotch and water."

TA is helping stewardesses with such situations, she says.

"Often," she says, "there are times when the child ego state can be used

effectively in handling a difficult situation—but with discretion. For example, when a male passenger shouted at the stewardess: 'Make me a Scotch and soda.'

"The TA-trained stewardess replied with a magical gesture and the words, 'Okay. Poof: You're a Scotch and soda.'

"The man laughed and a tense situation was avoided."

As another example of what Pan Am is doing with TA, she mentions sample responses which stewardesses are asked to judge in deciding how to handle a fairly common food-service situation, namely the passenger who says: "I'm not hungry now. May I eat later?"

#### A Need to Comply

Everyone strives to please passengers, but there is also a need to comply with company regulation, Ms. Sinclair says.

So these possible responses to the passenger are cited:

Nurturing parent: "That's all right. I'll keep it warm and bring it back later."

Critical parent: "You'll eat now or you won't get any dinner."

Adult: "We will be landing in approximately an hour. Perhaps you would prefer a cup of coffee and dessert instead?"

Says Ms. Sinclair:

"The adult response, of course, is the most effective."

TA has also been introduced at the New York Telephone Co., as a means of improving employee-customer relations. About 700 of the company's employees have taken the course thus far at a cost of about \$100,000.

#### The Irate Customer

"Irate customers frequently project their irritations to our service personnel," says Dolores Schatz, training center administrator. "It isn't easy to keep level-headed when there is a furious or offbeat customer on the other end of the line. TA training has helped tremendously here.

"One service representative, for example, always went through a hassle with a customer in Brooklyn. He always paid his bill, but only after a scene. After training, she realized that the man had a fantastic child ego state and that, if she stayed in her adult role and played the game with him, the bill would always be paid.

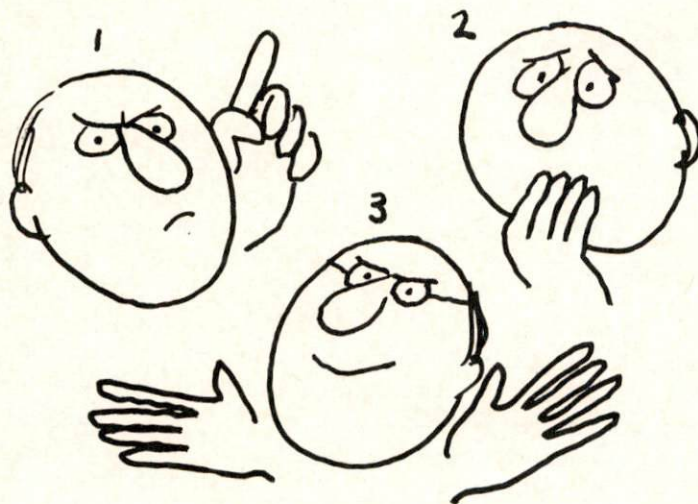
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**AUTHORITARIAN...EMOTIONAL... LOGICAL**

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At Western Electric, as at many other companies, TA has been helpful in accelerating compliance with equal employment goals by showing employees how prejudices and fears stem from parental attitudes.

TA's introduction at Western Electric began as a pilot test, at a New England location, to effect changes in employee attitudes.

Soon the program spread to other locations in the East and Midwest.

Currently, 1,000 employees have participated in TA programs. In New York City, about 300 supervisors have participated at a cost of approximately

\$30,000. Western Electric's Corporate Education Center in Princeton, New Jersey, where management personnel and engineers are trained, has incorporated transactional analysis into one of its five-day programs.

Robert H. Lippincott, a personnel research and development manager for Western Electric, emphasizes that his company is still measurement-oriented in research studies, but notes: "We will not reject a program because we don't see quantifiable results. It is valuable to tell people, 'Here is something for you to learn. We care about you.' There may be very real value in organizational intervention that can't be spotted on the bottom line."

Erica Van Acker, director of training at New York City's Off-Track Betting Corp., agrees. "Within TA's framework, which is a very safe, nonthreatening structure," she says, "there is a sense of immunity, a chance to air feelings. It's a gripe method, a way of getting things out into the open."

The quasi-governmental company first latched on to TA because cashiers "received a lot of dumping from the public."

Off-Track Betting Corp. started with 30 employees four years ago and has mushroomed to 2,700. To date, 500, including managers, have had 12 hours of TA training each.

#### Adding Enthusiasm

Ms. Van Acker maintains that one of TA's values is in kindling enthusiasm for many jobs that tend to be monotonous.

Dr. John O'Hearne, clinical professor of psychiatry at the University of Kansas Medical Center, believes TA "will be oversold to business." However, he says he has found it to be the simplest method of helping to modify behavior because it is "readily understood, even by small children."

TA cannot guarantee that human relations problems will disappear. But its role in future organization development programs seems assured. □

Eileen Milling is president of Public Relations Analysts, Inc., New York City and chairman of career clinics, American Women in Radio and Television Educational Foundation.

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by Paul J. Meyer

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effectively in handling a difficult situation—but with discretion. For example, when a male passenger shouted at the stewardess: 'Make me a Scotch and soda.'

"The TA-trained stewardess replied with a magical gesture and the words, 'Okay. Poof: You're a Scotch and soda.'

"The man laughed and a tense situation was avoided."

As another example of what Pan Am is doing with TA, she mentions sample responses which stewardesses are asked to judge in deciding how to handle a fairly common food-service situation, namely the passenger who says: "I'm not hungry now. May I eat later?"

#### A Need to Comply

Everyone strives to please passengers, but there is also a need to comply with company regulation, Ms. Sinclair says.

So these possible responses to the passenger are cited:

Nurturing parent: "That's all right. I'll keep it warm and bring it back later."

Critical parent: "You'll eat now or you won't get any dinner."

Adult: "We will be landing in approximately an hour. Perhaps you would prefer a cup of coffee and dessert instead?"

Says Ms. Sinclair:

"The adult response, of course, is the most effective."

TA has also been introduced at the New York Telephone Co., as a means of improving employee-customer relations. About 700 of the company's employees have taken the course thus far at a cost of about \$100,000.

#### The Irate Customer

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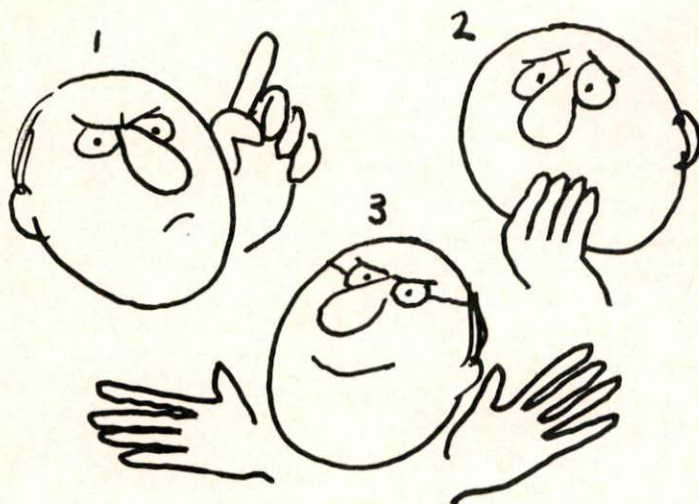
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**AUTHORITARIAN...EMOTIONAL... LOGICAL**

**T**IME management experts agree—time is one of our most valuable and unique resources. It is inexhaustible, and almost everyone wishes he had more of it. Too many of us, however, fail to realize that we already have a “gold mine” of time lying before our very eyes.

Each minute can be a 24-karat nugget, each hour pure gold—if we learn to use them effectively. But when time becomes contaminated with impurities (interruptions, poor planning, procrastination, misplaced priorities, etc.), it is no longer pure. Like ore, it needs to be refined.

### Time and Objectives

Everyone utilizes some time effectively . . . and some time ineffectively. Often, the difference is discernible only to the individual and depends on objectives. For example, let's consider two golfers on the links on a Saturday afternoon. Golfer X has worked hard all week at his job, spent time with his family and fulfilled various social obligations. A round of golf is a much needed, much deserved diversion. Golfer Y, on the other hand, has grass eight inches high in his front yard, a job going to pot and a wife in labor. Both men are engaging in exactly the same activity, but only Golfer X appears to be doing a good job of managing his affairs. Golfer Y obviously has a problem. He would do well to get off the golf course and do some serious prospecting in the “time mine.”

### Formulating the Plan

Time prospecting is a highly-individualized activity. Each person must analyze his own use of time and decide for himself whether he is really using it to do the things he wants and/or needs to get done. Then he has to formulate plans to deal with specific time management problems.

The prospector-for-gold, upon finding a site that appears to have good potential, stakes his claim. This conveys a message to the world: “Here is where I will dig, and what I find here is mine!” For the time prospector, the *self-commitment* part of that statement (“I will dig”) is most important. And the rewards of prospecting in the time mine come only to those willing to dig for them.

The successful time prospector must be willing to make sacrifices and change

# Can You Find the Gold Mine of Time?

by

Richard A. Taylor, ATM



old habits. Then, the second part of the statement (“what I find here is mine!”) reflects not only the certainty of striking paydirt, but also leaves no doubt as to who the beneficiary will be.

### The Essential Tools

Once having taken that essential first step—self-commitment—the time prospector must then equip himself with the necessary time-mining tools: the *time log*, *time-planning aids*, *goals and objectives*, and *honest self-appraisal*.

The *time log* is simply a record of how time is spent on the job (although it can be applied to off-the-job activities, too). To construct a time log, take a sheet of paper and write down the time of day in the left margin. Beside it write down what you are doing. Every time you change to a different activity, record it. Do this for two or three weeks, then summarize the data by major categories. Include delays, personal time, interruptions, reading, writing, planning, phoning or whatever activities your job requires. Be sure to separate job-related from non-job-related activities. The time log will be useful for later analysis and action planning.

*Time-planning aids*, such as desk calendars, pocket diaries and appointment books are useful in allocating time to various activities, setting goals and priorities, and resolving scheduling conflicts.

*Goals and objectives* define what we want to accomplish in broad terms and the steps necessary along the way. They must be realistic, specific and measurable. Without them, time management has no meaning.

*Honest self-appraisal* is necessary to pinpoint time management problems indicated by the time log. (No one but you need see your time log, so there is no reason to hedge or equivocate.)

Once equipped with the necessary tools, and having acquired the needed data, the time prospector is ready for the next step—analysis.

Using the data from the time log it is a fairly straightforward matter of summarizing time usage by major activity. The time prospector can readily identify major impurities (time-wasters) in the ore. These may include interruptions, your waiting for someone else to complete his part of a task, hopping from one task to another, socializing, extended coffee breaks, unproductive meetings, etc. The important thing is to select one or two areas for improvement

The problem of purging impurities (eliminating time-wasters) calls for specific action plans. For one time-pro prospector, a shortening of coffee breaks may be needed. For another, however, the need to take longer coffee breaks may be indicated (this can certainly be a legitimate conclusion) to allay fatigue and increase efficiency. Many time-management consultants list the following *time-savers*; each can displace a particular time-waster:

1. List the things that need doing in order of importance. Do the first one. Stick to it until it is finished or until you have done all you can do. Then do the next item on the list, and so on. Carry unfinished items over to the list for the next day.
2. Get organized. Put things where you can find them. Set up or improve a filing system. Arrange the work place in an orderly manner.
3. Don't file anything you can throw away.
4. Don't hesitate to say if you don't have time to talk now. "May I call you back?" "Could we discuss this later?"
5. Start meetings on time, stick to the agenda and end on time.
6. Let someone else do it.
7. Turn waiting time into working time.

Many other time-savers are listed in the literature of time management. Not all are suitable for everyone, however, so caution is advised. For example, one can save time by curtailing social conversation, but sometimes at the risk of damaging a good working relationship.

#### Handling the Unexpected

The best-laid plans oft go astray, and the unexpected is seldom a pleasure. Major cave-ins (operational catastrophies, unforeseen problems, etc.) are the biggest enemies of the time prospector. The obvious remedy is, of course, to shore up the shaft and get back to normal as soon as possible. If cave-ins are the entire job, however, they must be put in some priority and handled as routine.

You must remember that not all that glitters can be gold, and efficiency *does* glitter. So does effectiveness, which is even more important. Because one can strive mightily to achieve the insignificant, it is essential to ask, "Should I be doing this? Is this really important enough to justify my time? Should some-

one else be doing it? Is there something else I should be doing instead?"

Delegation is one of the time prospector's favorite tools. Many managers fail to delegate enough because they don't want to give up a task they enjoy doing. Others do not trust their subordinates or have the patience to train them. The lack of delegation spawns many evils, of which wasted time is only one.

#### A "Digging" Team

The good time-pro prospector can let his partners (others in the work group) help with the digging (improve time utilization) by building a "time management team." Basically, this involves the following: First, set a good example—avoid wasting *their* time; second, show them your list of time-savers and third, steer them toward articles and books on time management and comment on techniques you have found to work for you.

Prospecting in the time mine can lead to increased personal satisfaction through greater accomplishment. When applied to off-the-job activities, the principles of time management can lead to a greater enjoyment of life. The most successful time prospectors seem to be able to participate in civic or church activities, spend time with their families, pursue hobbies and recreational interests and still find time to eat, sleep and work.

Organizations benefit, too. If each employee could increase his productive time by 20 minutes each day, the savings would be equivalent to the cost of adding one additional person for every 24 already on the payroll. The savings that accrue from having each worker increase his effectiveness by the same percent is incalculable.

Like anything else, the time mine requires periodic maintenance. To reassess performance and keep bad habits from creeping back, update the time log at least once a year. Establish new time management goals, if necessary, and work to keep the "time mine" in good condition. Remember, "thar's gold in them thar hills!" And the hills are all around us! □

Richard A. Taylor, ATM is a member of the Rock Hill Club 2040-58 in Rock Hill, South Carolina. A Supervisor of Maintenance Training and Safety at Celanese Fibers Company in Rock Hill, he is editor of *The Palmetto Toastmaster* (District 58 bulletin) and *The Firebrand* (Rock Hill Club bulletin).

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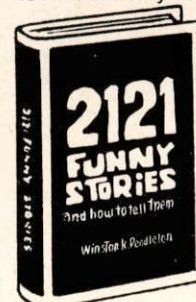
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# How to Simplify the Technical Speech

*The technical presentation has to be one of the most difficult types of speeches you'll ever have to handle. But if you know how to use the "top-down" method, you, as well as your audience, may actually find it enjoyable.*

I'm sure most of you will agree with me when I say that one of the most difficult speeches we'll ever have to make is the technical speech. However, most of us, whether we are accountants, engineers or teachers, often find ourselves in a position where we have to effectively communicate very complex information in such a way that our audience can understand it. What we need is a method of structuring technical presentations so that our listeners grasp the vast majority of the information we are presenting. The "top-down" method can do just that.

## **The Top-Down Premises**

I adopted the top-down speaking techniques some time ago as a result of a quest for a more effective way to clearly communicate a complicated subject. I began by first examining how I reacted to speeches. Finding several common factors in my reactions to such speeches, I condensed what I call the premises of top-down speaking.

First, I found that if I do not under-

by

**David Howarter  
Club 155-F**

stand what a speaker is discussing, my mind will drift to things I can comprehend. I will become engrossed in the mustard on the speaker's tie, the temperature of the room, the speech I am going to make later or some similar subject. Even if the speaker later gets to a more easily understandable part of the speech, my mind is off on its own subject and I do not regain alignment with the speaker. From this observation, I have developed the premise that an audience lost is gone forever.

Secondly, I found that the audiences

for my technical presentations were comprised of people with widely varying backgrounds. For instance, my own Toastmasters club is about as monolithic a group as a speaker can expect. Still, we have members who received their formal education 40 years ago, people who graduated from college only a few years ago, engineers, accountants, computer programmers and technical writers. On any given evening, some of these people may be intensely interested in my subject, some are thinking about their own speech and one might be thinking about his child who is home sick with tonsillitis. It is difficult to present a speech in a manner that the majority of this varied audience will comprehend all the information.

## **Will They Understand?**

The third thing I observed while listening to technical speeches was that the speaker usually knew much more about his subject than I did. I found that, because of this fact, many speakers had difficulty determining at what level to

present the material. In all too many cases, the speakers were making what they thought were elementary presentations, but ones which were really over my head. I also found that once I finally grasped the subject, I, when presenting it to others, also tended to make the mistake of presenting it at too high a level.

Now that I have discussed where top-down speaking came from, I'll tell you how it is done. First, the speech begins with a general description of the subject at a level that all members of the audience can comprehend. No one is lost at the starting gate; everyone, regardless of their background, is "on board" at the beginning.

For instance, if I were giving a speech on how to design the ideal house, I would begin by telling the price range I was considering for my house, so the audience would know that I was talking about a \$50,000 house, instead of a \$500,000 house. I would tell them that I was considering only houses constructed for the climate in Southern California and that my house would be a one-story ranch-style. I would not begin by displaying a blueprint of the house because such a detailed illustration would just confuse my audience at this point in the speech.

### Zooming In

In top-down speaking, after the speaker describes the subject in general, he focuses down one level of detail. Like a cameraman with a zoom lens, the speaker moves in on the subject and begins to describe it at a finer level of detail. For instance, in my speech on the ideal house, I would, at the second level of detail, show a sketch of the house and begin discussing certain points, such as the number of rooms and the required features of the house. At this second level, 90 percent of the audience should still be "on board." The speaker determines that he is attaining this level of comprehension by getting feedback from his audience. He asks them questions and tries to see if they look puzzled or disturbed.

After this level of detail has been presented, the speaker then focuses down to a still more complex level. In the

speech on the ideal house, I would now display a blueprint of the house. Armed with the information that has preceded the blueprint, the audience can now understand this complex diagram.

Each time the speaker goes down to a more detailed level of information, he limits the transition so that he does not lose more than 10 percent of his audience. If he sees that he is losing more than that at a transition, he stops immediately and expands the information until he produces the desired results. He concentrates on not letting the elusive audience slip away.

### Deeper and Deeper

The speaker continues going down to deeper and deeper levels of detail until his speech ends and he has presented everything his audience needs to know about the topic. If, however, the speaker ever observes that less than 70 percent of the audience are comprehending the material, he might just as well stop at that point. He can then switch to a workshop format or to individual discussions to offer the information in a manner that is at the level of each member of the audience.

Are top-down presentations academically interesting or of no practical value? To illustrate my assertion that many Toastmasters can use top-down speaking, I would like to point out that I constructed the content of this article in the same manner. First, I began at a very general level by illustrating the need for good technical speeches. Next, I focused down one level and presented the background premises of top-down speaking. At the third level, I discussed the general details of how to construct a top-down speech. At the subsequent levels of detail, I presented more complex information of how to perform top-down speaking. Now here we are at a very deep level of detail, dissecting a top-down presentation and examining all its complexities.

If you have understood this article to this point, you have assimilated a very complicated subject. If so, I suggest that the next time you have the need to present a difficult subject, you try structuring it in a top-down manner . . . and determine for yourself how well the audience grasps the material. □

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# 1976: a very special year



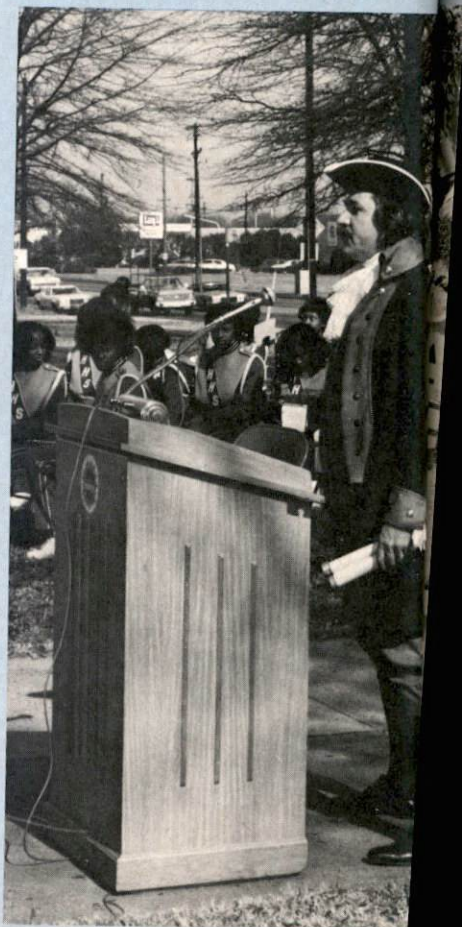
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TO BREATHE FREE, THE WRETCHED REFUSE OF YOUR TEEMING SHORE,  
SEND THESE, THE HOMELESS, TEMPEST-TOSSED TO ME: I LIFT MY LAMP  
BESIDE THE GOLDEN DOOR.

So reads the inscription etched upon the base of New York harbor's Statue of Liberty—one of the many landmarks that have, over the last two hundred years, come to symbolize the hopes, dreams and dedication of the people of the United States of America. And that dedication, that feeling of intense pride, was never more evident than it was in 1976—the year of the U.S. Bicentennial.

From the Atlantic to the Pacific, from Canada to the Gulf of Mexico, over 200 million people of all races, creeds and colors came together to celebrate the birth of a nation that has withstood many adversities—and survived them all. And Toastmasters played an important part in it.

Toastmasters from all over the United States, and all over the world, used their communication and leadership abilities to tell the American people about their country—how it began, how it survived and why it exists. They organized and manned Bicentennial committees and commissions to help spread the word throughout the land. They helped plan parades and other special activities. And they used their expertise to set up forums where the American people could hear, directly from their leaders in Washington, D.C., where the country has been, where it is now and where it is going in the future.

Yes, 1976 was a great year for the United States—and  
Toastmasters was part of it! □



**Far left**—The Sunrise Club 3253-25 of Longview, Texas, presented a special Bicentennial program to various clubs and organizations in the area. The topic of the historical program, "Turning Back the Pages of Time," portrayed some of the great orators of early American history and drew parallels between the 1700's and the 1970's. The men, dressed in authentic costumes of that time period, are (from l to r): Joe Boltinghouse, Chuck Nelson, Jim Lewis, Lowell Wolfe and Bill McCoy.

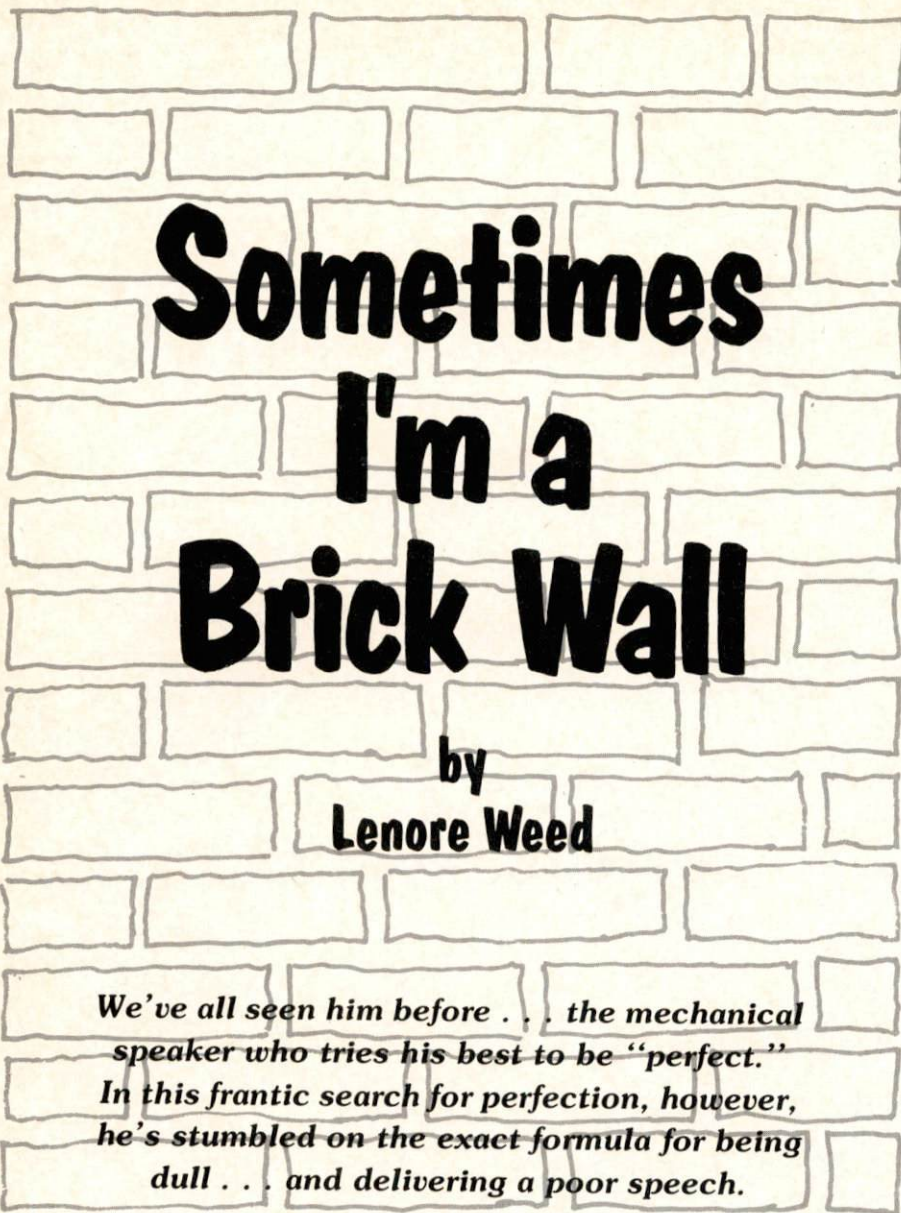
**Left**—Throughout the year, many clubs used the Bicentennial theme to add interest and increase member enthusiasm in the program. Dick Weiss, president of the Farmers Insurance Group Club 458-22, Shawnee-Mission, Kansas, was only one of those caught impersonating Uncle Sam.



**Above**—Several members of Toastmasters clubs in the Sacramento, California, area pooled their resources to present the award-winning play "1776." Sponsored by the Sacramento Army Depot, the play was presented during the months of July and August to several defense bases in the area, including McClellan Air Force Base, Stockton's Navy Communication Center and Travis Air Force Base.

**Left**—One of the most active districts in the Bicentennial celebration was District 52. Throughout the year, their programs were of the highest quality and did much to publicize the true meaning of America's Bicentennial. Past District 52 Governor Ed Hogan, DTM (far left), and Eugene Kremsdorf, District 52's Bicentennial Chairman, are shown with two members of Van Nuys' Bicentennial Committee—Sylvia Hendry (left) and Geraldine Clark.

Toastmaster Charles Richardson, attired in an authentic Revolutionary War uniform, performs the duty of Town Crier (MC) at the Bicentennial Flag Raising Ceremony at the Memphis Defense Depot in Memphis, Tennessee. Richardson, along with the other members of the A-OK Club 43 in Memphis, also dispensed soft drinks and box lunches to the employees at the official DSA-Memphis Defense Depot Bicentennial



# Sometimes I'm a Brick Wall

by  
**Lenore Weed**

***We've all seen him before . . . the mechanical speaker who tries his best to be "perfect." In this frantic search for perfection, however, he's stumbled on the exact formula for being dull . . . and delivering a poor speech.***

Most of the time I'm a human being. People speak to me with warmth and sincerity. They use nice everyday words I can understand and express themselves with definite emotions common to most of the human race.

They treat me as if I, too, were capable of catching cold, losing my gloves, or going on a diet (. . . *tomorrow, for sure!*), just as they do.

When Mrs. Jones leans over the back fence and moans over her sister's spoiled brats, one can't miss the agony she suffers each time the little darlings approach her new coffee table with a carving knife. The emotion really comes through. Every time.

When Mr. Beetlebrow next door hints my dog's been spending too much time digging in his roses, I understand *that* too. As a matter of fact, I could probably understand it from a distance of three city blocks. Sometimes the adjectives aren't familiar, but the tone is unmistakable.

And I can even understand the grunts that originate behind my husband's morning newspaper and reach me in barely audible fragments.

I feel human. But I sometimes feel considerably less when "The Speaker at the Podium" gets through with me.

This speaker addresses us as "Ladies and Gentlemen," then talks to us as if we

were knives and forks. His concentrated stare is focused first on the east wall, then on the west wall. If he notices me at all, I'm the south wall—a concrete partition against which he bounces his stiff, rigid words. He doesn't talk *to* me; he talks *at* me.

Sometimes he's a Mechanical Man—lecturing from the lofty heights of Mount Rushmore, dishing out tidbits carefully selected from the depths of the deep freeze.

Often he is Mr. Monotone. "I love-you-darling" and "Run-for-your-lives-the-roof's-caving-in" are scooped from the same freezing compartment and served with an alarming lack of enthusiasm. At any minute another voice will break in announcing: "Ladies and Gentlemen . . . This is a recording. . . ."

Artificial smiles are frigid and brittle designed to correspond *exactly* to the script. Gestures are doled out at intervals, but too often they don't seem to be synchronized with the sound track. Nothing is spontaneous or unrehearsed. Though the speaker may later claim his speech was "prepared on the spur of the moment," we don't believe it. We think it was canned and kept in cold storage for the past month.

## A Metallic Robot

At first we imagine we're being addressed by a robot whose immaculate appearance hides an iron constitution composed of nuts, bolts and small intricate parts. His words, certainly, seem to rise from the depths of a metallic soul and echo lifelessly through a room full of nodding heads.

But wait! This fellow isn't what it seems at all! He *does* have feelings! If the truth were known, he's a quivering mass of anxiety, scared to death he's going to goof. Deep within his very human heart he's bound and determined to get his words out in the right order if it *kills* him!

But in a frantic effort to be "good" he's stumbled on the *exact* formula for being dull and delivering a poor speech.

Hey, Mister! Loosen up and thaw up. You're among *friends*. Quit treating like enemies preparing to launch an initial attack!

Gee, we didn't get all dressed up

these uncomfortable clothes just to come down here and *destroy* you! We're all for you. We'll even *suffer* with you if you get in trouble. But *please*, stop treating us like nails in the woodwork with iron heads all lined up to witness the private recitation of something you've tried committing to memory.

Look at me, Mister. I'm *me*. Alive. Breathing. Lazy on Sundays and worried to death over my income tax. Speak to me as if I were something besides a brick wall.

*Forget* you're being recorded on an evaluation sheet! Get a little enthusiasm in your words and even the judges will overlook your split infinitives and dangling participles. We aren't inhuman monsters expecting perfection. We don't even *want* perfection. It's too dull!

### Flesh and Blood

Talk to us as if we were real flesh and blood *people*. You didn't have a bit of trouble an hour ago over martinis when you told me about the scholarship your son won. Now you're describing higher education like some vague thing not yet introduced in this country.

Why? Is it because you're nervous? Oddly, we're the same people we were an hour ago.

Talk the way you *feel* about your subject. If it fits your mood, *shout*! You're bound to be a lot more popular if your enthusiasm extends to stamping your foot and waving your tie than by remaining calm and well-poised before a peacefully sleeping audience. Enthusiasm's contagious, you know.

If you're Mr. Monotone, you'll put us to sleep no matter *what* you're talking about, but light a fire under that approach and you can get us excited about your Aunt Minnie's latest operation. Look what Hitler accomplished with his hair in his eyes and an objectionable subject.

Our top speakers are the fellows who make us laugh and make us cry. They tug at our emotions and take us out of the "brick wall" class by putting *themselves* into their speeches.

We're mad about Mr. Blood-and-Thunder who makes the walls vibrate. That's his natural personality. We adore Ms. Soft-Spoken who quiets our souls

without putting us to sleep. And we loved Mr. Clown who must surely hold the limelight wherever he goes. But Mr. Wooden Indian? He was very ho-hum. We didn't like him at all.

When these old pros are whipped with enthusiasm, they speak rapidly. Not because their notes remind them to put on a rush act, but because they feel that way.

They speak slowly to emphasize importance and give clarity to their ideas. They pause for drama. (But, a "pause" doesn't mean just hesitating on cue. Don't tell us you're dead . . . *(pause)* . . . certain you'll get that five million dollar account. You may experience some unexpected developments in the audience before you get past that fatal hesitation!)

Sometimes we think our speakers are too "evaluation-sheet minded." Of course, we don't advocate throwing out the stationery because evaluation sheets are fine for maintaining a visual record, but too often evaluators stress "gestures" and "eye contact" to the extent that Mr. Average Speaker is overly conscious of these details and *acts out* the requirements at the expense of warmth and sincerity.

We don't need notes to know when we're bored to death and why. Yet, our untallied opinions nearly always correspond to the scientific decisions of the judges. (Well, maybe judges just use evaluation sheets to gauge the degree to which Mr. Speaker is alive.)

### The Winners

Our favorites seem to be the speakers who couldn't care less. Often they pull grammatical boo-boos, mispronounce words, forget names, wander off on side tangents and make every imaginable "mistake." Yet they win contests.

Why? Because they sound good. They're smooth and relaxed and relatively unconcerned over "scores." They just seem to enjoy talking and they like people listening to them.

Maybe Mr. Top Speaker has perfect phrasing and maybe not. We never notice. Not really. We're too wrapped up in his ideas to worry about minor details.

So get some expression and life into your delivery. Be natural. Stop trying to act out "the rules" of a good

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speaker. People in business aren't generally known for their acting abilities, anyway. What makes you imagine you can *pretend* something you don't really feel?

The best speakers don't sound much different at the lectern than they do in the cocktail lounge. So quit knocking yourself out with a letter-perfect recitation of cold facts. Never mind the "Sunday-go-to-meetin'" vocabulary or showing us how smart you are with ten-cylinder words we don't even understand. Stick to simple language and get a little warmth into your subject.

Okay, so you goof. So what? That doesn't prove you're a poor speaker; it proves you're a human being, a person who misses trains, trembles over dental appointments and quarrels with his in-laws . . . the way we do!

Because, you see, whether you realize it or not, we aren't brick walls at all! We're *people*. □

Lenore Weed is the wife of Harold A. Weed, past president of the Federal Club 832-2 in Seattle, Washington.



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# The Ralph C. Smedley Memorial Fund



## A Major Step

Toastmasters International has taken a major step toward the development and creation of new and improved learning materials in the field of communication and leadership through its establishment of the Ralph C. Smedley Memorial Fund. But as a voluntary group, TI relies, as all such organizations do, upon the financial support of its membership.

The Smedley Fund is an opportunity to maximize your involvement in Toastmasters. It is a chance to contribute to the research and development of new communication and leadership programs for the benefit of our membership and the people they serve through the organization's external programs. Specifically, the fund will lend its support to the following areas:

- The research and resultant publication of findings on subjects concerning communication and leadership development, as well as advanced techniques in meeting conduct and group dynamics.
- The establishment of a fund for graduate level programs that could potentially add a new dimension to the Toastmasters communication and leadership program.
- The support of programs that will aid in the development of communication and leadership skills among youth.
- The establishment of communication and leadership learning opportunities for institutionalized persons.

## How to Participate

All contributions to the Smedley Fund will be used only for the purposes intended. There are no charges for Fund operating expenses—its only purpose is to further the cause for improved education programs and materials relating to communication and leadership education.

Support may come from clubs, members or former members (in the form of individual donations, bequests and memorial contributions); from corporation or foundation grants (matching funds fall into this category) or from gifts of life insurance policies or annuities (the Fund becomes a beneficiary of a life insurance policy).

Any contribution by a donor may be listed as a deduction on the donor's Federal and, in some cases, State Income Tax returns. Bequests to the fund are exempt from Federal estate tax (a testamentary clause which can be added to a will is available from TI) and premiums on life insurance policies assigned to the Smedley Fund as owner and beneficiary are deductible on the donor's tax return.

Memorial contributions will be gratefully received and acknowledged by a memorial card. The name and purpose of the gift will be designated, but the amount will remain undisclosed. The donor will be sent a receipt to support the contribution tax deduction.

## In Recognition

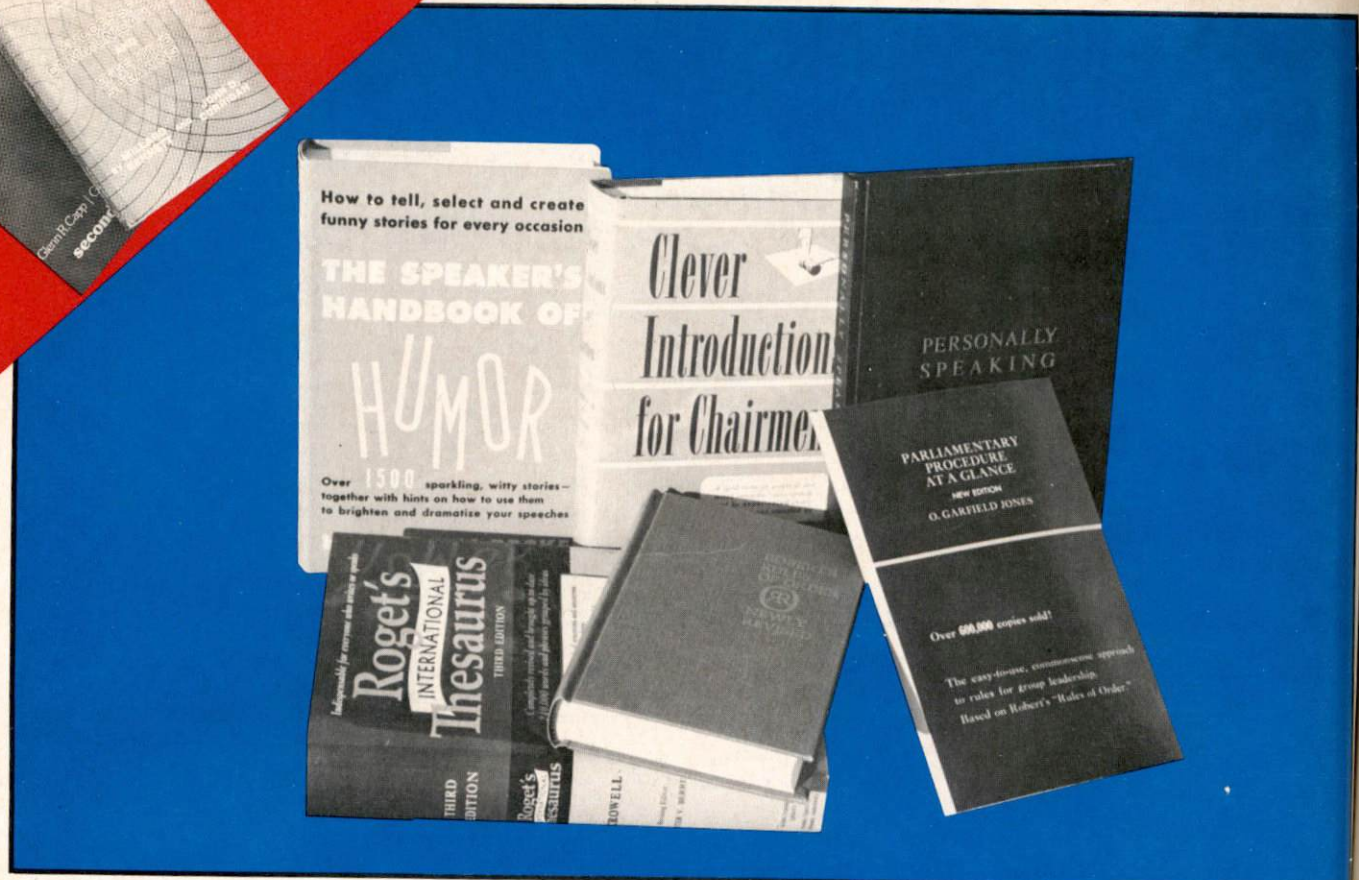
Toastmasters International members and clubs are encouraged to support the Smedley Fund to help maintain TI's preeminence in adult education. Contributors of \$100 or more will have their names included on a Donor Recognition Plaque located in the lobby of the World Headquarters Building in Santa Ana, California. In addition, contributors will also receive the following gifts in appreciation of their generosity:

### Donor Classifications

Contributor (\$10-\$99) .....	TI Paperweight
Contributing Club (\$50) .....	Club Banner Ribbon
Associate (\$100-\$999) .....	Donor Plaque
Benefactor (\$1,000-\$4,999) .....	Desk Set
Charter Benefactor (\$5,000+) .....	Crystal Bowl

Send your tax deductible donation, along with your club and district number, to: Toastmasters International, Ralph C. Smedley Fund, P.O. Box 10400, Santa Ana, CA 92711





# BOOKSBOOKSBOOKS

- NEW!—Basic Oral Communication (B-18)**—By Glenn R. Capp and G. Richard Capp, Jr. Most recent edition of this famous textbook. An excellent supplement to your Communication and Leadership manual. The book covers effective listening and speaking, preparing a speech, research, using body language, voice control and leadership techniques. \$7.95.
- Parliamentary Procedure at a Glance (B-25)**—By O. Garfield Jones. An introduction to parliamentary procedure, with a quick-reference index for rules on parliamentary questions. Contains all rules in common use and sample meeting situations. \$2.50.
- NEW!—Successful Communications and Effective Speaking (B-27)**—By Millard Bennett and John Corrigan. Practical tips on speaking, confidence and motivation based on many years of experience and insights. \$9.95.
- Personally Speaking (B-63)**—By Dr. Ralph C. Smedley. Contains thoughts and insights on speaking, evaluating, parliamentary procedure, club programs and many other aspects of communication. \$3.00.
- Robert's Rules of Order—Newly Revised (B-30)**—A new, enlarged edition of the comprehensive guide to parliamentary procedure. This is the basic
- handbook for anyone serious about parliamentary law. \$8.00.**
- Roget's Thesaurus—Third Edition (B-31)**—A valuable reference book of synonyms and antonyms in both American and British usage. Thumb indexed. \$9.95.
- The Speaker's Handbook of Humor (B-46)**—By Maxwell Droke. Principles of how to select, collect and tell humorous stories for every occasion. Includes more than 1,500 funny stories arranged by subject. \$12.95.
- Clever Introductions for Chairmen (B-52)**—By Lawrence M. Bring. More than 400 pages of practical introductions for almost 250 different classifications of speakers. \$5.25.

When ordering, add 15% packing and shipping charges to all items. (California residents add 6% sales tax.) Be sure to include your club and district number. Send your order to: Toastmasters International, 2200 N. Grand Ave., P.O. Box 1040 Santa Ana, CA 92711.