

January 1956

The TOASTMASTER



Gilliam

..... a good finish

AMONG OUR CONTRIBUTORS

Toastmasters who attended the 1955 convention will recall **GORDON W. WINBIGLER** (*Let's Tergiversate*) as activator of the educational sessions. Gordon, immediate Past Governor of District 1, is Referee of the California Industrial Accident Commission, and member of Glendale No. 1 Toastmasters. Cartoon of Roman soldiers "tergiversating" was drawn by 15-year-old daughter Gail, who is well started on her chosen career of cartooning with a number of drawings published. . . . **GEORGE BOARDMAN PERRY** (*Shutter-Bug*) has been editor of *The American Painter & Decorator* for 25 years. He is charter member and Past President of Midtown Toastmasters 283, served two terms as Area Governor, one as Lt. Governor, and was Governor of Dist. 8 in 1950-51. He has also served three terms as member of the Editorial Committee of Toastmasters International. His home is in Webster Groves, Mo. . . . **MAX SAMFIELD** (*How to be a Successful Failure*)—no failure he—is charter member and Past Presi-

dent of Durham (N. C.) Club No. 1203, and Head of Engineering Development Division of the Research Dept. of Liggett & Myers Tobacco Co. . . . **JOSEPH S. KRINSKY** (*Can You Take It*) is Assistant Management Engineer at Point Mugu, Calif., and member of Point Mugu Toastmasters No. 1075. An authority in administrative management, he is currently employed in preparing a series of articles on conference leadership techniques and employee turnover. . . . **RALPH S. LOWE** (*Strength in the Formal Program*) holds a Toastmasters record; he made three club transfers without missing a single meeting. He has served as Governor of Dist. 6 (Minn.) then moved to Nebraska and served as Governor of Dist. 24. He has also been an International Director. . . . Our cover artist, **T. ETHERIDGE GILLIAM**, is employed by the Continental Gin Company of Birmingham, Ala., and is a member of Birmingham's Magic City Toastmasters. He has drawn covers for a number of national publications.

EDITORIALLY SPEAKING

Why do we present the winning dash of a horse race as our cover theme this month?

Simply this—in Toastmasters, as in life, it is the end result that counts.

In the race of life, it is fairly easy to make a good start, a clean break at the gate. It is not too difficult to lead the field for a time. But the front runner does not always win the race.

Nor does a thoroughbred reach a lasting place in turf history if he wins only one race. He cannot rest on his laurels, and he wears the garland of roses no more than one brief minute. New contenders

tread on his heels. New records must be set. New goals lie ahead.

The club which is content to rest on past glory is doomed to retrogression. But the club—or the individual—which uses its previous attainments as a springboard for further efforts finds itself in preferred position for the winning dash. The odds are all in favor.

But success may be either a deterrent or a boost. It may represent a peak that invites a downhill slide, or a plateau that starts a new climb. It can be the end of a race, or the beginning of the next one. The answer is up to the contender.

For Better Thinking—Speaking—Listening

The TOASTMASTER

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Address all Communications

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JANUARY, 1956



LET'S TERGIVERSATE

By Gordon W. Winbiger

DO YOU solemnly swear to tell the truth, the whole truth, and nothing but the truth . . ."

This is the beginning of the oath taken by all witnesses who testify before a court of law. Some may think that this is but the beginning of a big battle of perjury. This popular idea has been the basis for the cartoon you may have seen. It shows the stern-faced judge, the brow-beating lawyer, while cowering on the witness stand is Caspar Milquetoast who is complaining, "But every time I try to tell the truth, some lawyer objects!"

May we correct this possible impression of what happens in a court room? It has been our experience that the biggest problem is not perjury but semantics. It is trying to find out what the witness

really means when he answers questions. For example, at least twenty-five percent of the witnesses who appear before us do not know the meaning of the word "prior." However, it is only after several seemingly contradictory answers that it finally dawns on one that the witness thinks "prior" means "after."

We have asked witnesses, "You mean you walked into this place and started to work without talking to anyone?" The amusing reply may be, "Oh, yes, I talked to the boss, but you asked me did I have a 'conversation'."

Recently we asked an apparently intelligent witness, "The last time you saw Dr. Kraft, did he give you any instructions?" He answered, "No, he just told me to go back to Dr. McDonald for further treatment."

Therefore, it is not difficult for you to understand why we early came to this conclusion: *The best lawyers use simple words.* This is not surprising—authorities agree that the best speakers use simple words. Dr. Milton Dickens in "Speech—Dynamic Communication" expresses it this way:

"The genius of great speakers lies not in their ability to use long or unusual words, but in their ability to put simple words together in meaning packed combinations."

Let us consider some of the world's greatest speakers. Probably the greatest sermon ever delivered was the Sermon on the Mount (Matt. 5). Note the simple, direct words:

"Blessed are the poor in spirit; for theirs is the kingdom of heaven."

"Blessed are they that mourn; for they shall be comforted . . ."

The sentences are short. The words are simple, but the message will live in the minds of men forever.

Consider Lincoln's "Gettysburg Address." This model of simplicity contains only 270 words, and of these, 204 are words of one syllable.

Winston Churchill is considered an outstanding speaker in our time. Observe his use of simple words in meaning packed combinations. In the hour of England's greatest crisis, he said:

"I have nothing to offer but blood, toil, sweat, and tears."

His simple words will live forever as symbols of grim determination. But consider what the impact on history would have been

if he had used long and unusual words to express the same idea:

"All I have to contribute are sanguis, endeavor, sudor and epiphora." Such a statement would scarcely have inspired England to its "finest hour"!

In the same way, your success as a speaker will be measured by your effective use of simple words. Words are not things. They are useful only insofar as they refer to something within the experience of the listener.

The Basic Training Manual's ninth assignment is Building Vocabulary. Some Toastmasters use this as an opportunity to see how many long and unusual words they can use. For example, one Toastmaster placed a large sign on the wall reading, "Tergiversate."

This means to abandon a position previously taken. If your club takes this assignment as a directive to use long and unusual words—let's tergiversate.

The measure of your success in communicating ideas is the ease with which the words are understood. So let's tergiversate. Use simple words. Use short sentences. Increase your ability as an effective speaker.



Modern Planning Demands

ACCURATE SPEECH

We cannot divorce accuracy in ideas and plans and arithmetic from accurate speech. The only link between the engineers who design things and the men who make them is the blueprint that contains the dimensions and specifications; the only communication of ideas between people is by language.

WE NEED to take care in our language, written and spoken, not against bad grammar but against what is much worse, loose, generalized, garbled and inaccurate thinking in words. The person or the book wrongly named, the date a week or ten years off, the statement that demonstrates that since a thing is not black it must be white, the column total a cent out—these are not almost right; they are altogether zero in the scale of accuracy.

General statements should be analyzed to find their real worth. "Business is good" is a general statement that does not mean at all what is conveyed by the statement: "Business is 15 per cent

better than in this period last year." The fiction, so widely accepted and thoughtlessly repeated, of "total darkness" in the Arctic winter was exploded by a scientist's measurements at Point Barrow. His record showed that, though the sun may not climb above the horizon for about two months, there are several hours of good daylight every day.

The first principle in accuracy is to know, the second is to learn the art of interpretation, the third is to form a judgment or to admit that enough evidence is not available and that judgment must be suspended. In all these the crucial point is the tolerance; how much leeway shall be allowed between absolute accuracy and passable accuracy? How sure must we be that our interpretation is the only accurate one? How certain are we of the rightness of the judgment we are about to hand down?

—Royal Bank of Canada Monthly Letter

OFFICIAL NOTICE

Clubs wishing to submit names of persons qualified to be nominated for Officers and Directors of Toastmasters International should send such names to their District Governor and to the Home Office before February 15.

**GEORGE W. BENSON, Chairman
Elections Committee**

If you are

A SHUTTER-BUG

*apply the same technique
to your speeches*



By George Boardman Perry

A GOOD speech and a good photograph have much in common.

A good photograph has a strong central point of interest. That is what makes it good! A good speech has a strong central theme. That is what makes it worth listening to!

Have you ever had the experience of taking a picture of a striking scene, then when the picture came back from the photo finisher you discovered that its beauty—its central point of interest—was completely obscured in a mass of extraneous detail which you had inadvertently included when you exposed the negative?

Some speeches are like that. So much extraneous detail surrounds the central theme that the message is obscure and the speech becomes boring.

A mediocre photograph can often be saved by cropping out all non-essential detail and enlarging the central point of interest. A mediocre speech can likewise be saved by eliminating all non-essen-

tial detail and enlarging upon the central theme.

Since photography is practically a universal pastime and most of us are familiar with it, it might be enlightening to compare other good and bad points of photographs and show how the same points apply to speeches.

The purpose of a photograph is to focus attention on the objects or people photographed. The purpose of a speech is to focus attention on the subject under discussion.

A good photograph must be sharp so that each part stands out clearly in relation to other parts. They must complement each other. The points in a good speech must likewise be sharp. They must stand out from and back up each other.

Lack of sharpness in a photograph is due to lack of care in focussing the camera. This produces fuzzy pictures. Fuzzy speeches are likewise due to poor focus. We call it lack of organization and it is due to lack of proper preparation.

Some photographs are partly sharp and partly fuzzy. The foreground may be sharp and the background fuzzy or the background sharp and the foreground fuzzy. This is caused by failure to stop down the lens to sharpen up the whole picture. The photo lacks depth of focus.

Some speeches are like that—partly sharp, partly fuzzy. They may have a good opening and body and fall flat in the conclusion. They may open badly and conclude with a bang. They lack coordination—depth of focus.

Lack of contrast—a gray, muddy picture in which all parts get lost, is caused by under or over exposure, too much or too little light. Lack of contrast in a speech, a speech full of muddy thinking, is also due to over or under exposure of the listeners to too much, or too little light on the subject. Too much light, going into greater detail than is necessary to put over a point, bores the listener. Not enough light, lack of sufficient detail, confuses the listener and he loses interest.

The first step in taking a picture is to select the subject. This also is the first step in preparing a speech.

The second step in photography is to compose the picture, to decide what and what not to include and to select the correct angle from which the shot is to be made.

The second step in speech preparation is almost identical. The speech must be composed. You

must decide what and what not to include, and you must select the angle of presentation. You must slant it in such a manner as to interest your audience.

The third and fourth steps in photography are to focus the camera and stop down the lens so that everything in the picture will be clear and sharp.

The third and fourth steps in speech preparation are quite similar. You must couch your speech in terms which focus attention on the subject under discussion and you must stop down your lens—pick and choose your points—so that the picture you convey to the minds of your audience will be sharp and thoroughly clear.

The fifth step, photographically, is to select the shutter speed so that enough, but not too much, light will be conveyed from the subject to the film to avoid over or under exposure. Speechwise you must set your shutter too. You must shed enough light on your subject to make it clear, but not so much as to over expose it and bore the listener.

The sixth and final step is to snap the shutter—to take the picture. So also the final step in speech making is to snap your shutter—deliver the speech.

A good picture is the result of coordinated thinking and considerable preparation. So too is a good speech.

Yes, a good speech and a good photograph have much in common.

A person who complains of the large burden placed upon his shoulders is usually referring to his big head.



As a Toastmaster

WHICH ARE YOU

—a success or failure?

HHEY THERE! Yes, You! How goes Toastmasters?

"What's that? Just so-so? Well, now, I'm sorry you failed to make the grade.

"I know you didn't say that you failed—yes, I heard you, you said 'just so-so.' But for a successful Toastmaster there's no middle ground; you either catch the spark or you don't.

"You're wrong; I *am* serious. Sure, I know that thousands of men join Toastmasters with no thought of becoming geniuses or orators or top-ranking executives. I know that most of them are interested only in learning to stand up before a group, and then express themselves logically and effectively.

"Agreed! This in itself is an accomplishment. It is payment *in part* for the many hours spent in its acquisition. But regardless of its value to the member, it is still the means and not the end. It is only the process by which the true rewards of Toastmasters may be acquired. For in learning to express oneself, there is brought into play the natural desire to delve deeper into the hidden places of mind so that one may bring forth and add to the stockpile of knowl-

edge and wisdom, rather than, parrot-like, reiterate the thoughts of others.

"Toastmasters holds a golden key which will unlock this treasure. You must discover it and put it to use. No one else can do it for you. Your fellow Toastmasters may be valuable in smoothing out the way and in giving you hints on conducting the search—work is up to you.

"'But,' you say, 'my club doesn't inspire me to any such search.'

"Maybe so. But what makes up a club? Isn't it you and twenty-nine other fellows just about like you? And if all of you approach this opportunity of Toastmasters training with enthusiasm, imagination and a determination to wring out of it the maximum good, the real potential of your club would soon show itself.

"This is the true secret of Toastmasters' vital force in the world today. This is your opportunity to prove your real worth. This is your challenge—when asked, 'How goes Toastmasters,' never again to answer, 'Oh, so-so'.

"Remember—as a Toastmaster, you're either a success or a failure!"

It's a Good Idea ■ ■ ■

■ Current Topics

For table topics, try an open forum meeting where half of the participants are designated as Senators from various states and the rest as constituents of those Senators.

The constituents spend one minute in asking their Senators certain questions or challenging their positions on certain national issues. The Senator has one minute to answer the challenge.

The voice of the people is always an interesting subject for table topics.

■ Time Your Topicmaster

Many clubs admit a problem with certain Topicmasters who do so much talking between table topic participants that time runs out before others have a chance.

Try the timer and buzzer on such a Topicmaster. He may not like it at first, but if he is a true Toastmaster, he will catch on and abbreviate his remarks.

■ Playing Dumb

If you have one of those very smart members (maybe a bit cocky) pair him off with another member (who is prepared beforehand) during table topics. Ask him to sell some rather technical object to this prospect.

At first the prospect plays dumb and leads the salesman on to bluffing his way through a sales campaign he knows little or nothing about. When the prospect has the salesman thoroughly confused and exasperated, he then switches his questioning to highly technical and logical requests for factual information.

The resulting repartee can become exceedingly hilarious and may easily develop into a battle of wits.

The Topicmaster must keep things under control and call a halt when matters appear to be getting out of hand or time limits are reached. In some cases it is wise to explain the hoax.

■ Successful Summer

The Downtown Toastmasters (Kansas City, Mo.) found no problem with summer meetings—in fact, attendance actually increased. Why? Programming! Here are some special features:

1. "The Great Outdoors"—a picnic meeting with appropriate speech subjects.
2. "Meeting of City Council"—the "Mayor" took over.
3. "Surprise"—humorous meeting with TMs assuming identity of prominent persons for appropriate talks.
5. A guest, Mr. Jachja Sasrawidjaja, gave a talk on his country (Indonesia) followed by questions.

Who says summer meetings are difficult?

■ Club Historian

One of the many posts worthy of a past president's interest is that of club historian. In many clubs this is an honored position where highly interesting and worth-while club accomplishments are perpetuated for future members.

There is no finer elixir for clubs in the doldrums than a studied review of past accomplishments as preserved by photos and clippings in a club scrapbook consistently maintained.

■ How to Time a Speech

"There is a quaint Oriental question," said the speaker, "which is apropos to this occasion. The question is, 'Which is happier, a man with a million dollars or one with nine daughters?'"

"The answer is, 'The man with nine daughters, for he wants no more.'"

"I see that you in the audience are like the man with nine daughters. You have had enough, and so I will speak no longer."

And the speaker sat down amidst thunderous applause.

■ What Good is an Idea?

It all depends on how the idea is used. Ideas not implemented with action are of little value. Ideas shared with others and put to work can be a tremendous force.

Won't you share your good ideas? A 2¢ postcard addressed to *The Toastmaster* will do the trick. Each idea received will be tested out and if it rings the bell will appear in these columns—and your club will get the credit.

■ Club Evaluation

Many clubs that are earnestly seeking to discover weaknesses in their procedures—especially in their club programs—are setting aside the month of January (a month of beginnings) to explore their potentials and to analyze their failures.

A successful method is to assign to one speaker on each formal program during the month, the subject of "How I see my club and what I recommend for its improvement."

The Educational Committee will do well to be highly selective in making the assignments. An old-timer should be one speaker; a newcomer, another. Perhaps a "drone" as the third. A past president would have an interesting perspective and the Educational Vice-President should be the last speaker.

Warning: Don't start such a series unless you are ready and willing to make a lot of progressive changes!

■ Most Memorable

At a recent meeting of the Evanston (Ill.) Toastmasters Club, an educational presentation was made by a group of four men who each briefly described "The Most Memorable Speech I Ever Heard." Each man explained the speech and its setting, his reaction to it, the one technique that made it outstanding and memorable, and how this one technique of success could be applied personally by the members. Political leaders, business men and scientists were among the famous speakers mentioned. The Chairman summarized the suggestions for improvement which were derived from this review of outstanding speeches.

■ Ad Reactions

Try a stunt for table topics that involves zany reactions to the even more zany claims made by manufacturers for their products on TV, radio and in the daily press.

For example: "If Mumm's mist is so effective, why bother taking a bath?" Or, "If Dorothy Gray meets the queen's taste, how about the king?"

*Suggested by Park Ridge (Ill.)
Toastmasters Club No. 381*

■ Wishful Thinking

How's the weather? Are you shivering with cold, snow and sleet? Forget the icy winds with table topics relating to tropical travel, vacation plans, etc. Out of season? Not at all. Nostalgia can often spark one of the best talks of your career.

★ PLAN YOUR VACATION NOW!

Toastmasters International Convention will be held this year in Detroit, the Motor City, August 22-25 inclusive.

This is a marvelous chance to combine self improvement, business and pleasure all in one trip:

1. Four days of concentrated Toastmasters training and association with the best minds in our organization.
2. A chance to pick up a new car at a big savings in dollars.
3. An opportunity to visit that famous vacation land of Eastern Canada and our Northeastern States—to which Detroit is an ideal embarkation point.

(See details next month)

LAFF LINES



A beefy truck driver leaned out of his cab and surveyed the elegant young man in the M.G., who was having trouble getting his car started.

"What's the matter, buddy?" he jeered. "Need a new flint?"

Nothing is impossible to the man who doesn't have to do it himself.

1st Toastmaster: (discussing his tennis game) "When my opponent hits the ball to me, my brain immediately barks out a command: 'Race up to the net,' it says, 'slam a blistering drive to the far corner of the court, jump back into position to return the next volley.'"

2nd TM: "Then what happens?"

1st ditto: "Then my body says, 'Who—me?'"

The man who looks ahead gets on. And he who looks both ways gets across.

A good salesman is someone who can persuade his wife that she looks fat in a mink coat.

Wife: "That new couple next door seem very devoted. He kisses her every time he goes out, and even waves kisses from the sidewalk. Why don't you do that?"

Husband: "Why don't I? Good heavens, I don't even know her yet!"

A wife is one who complains that she doesn't have a thing to wear and there isn't closet space enough for her clothes.

What's so new about pay-as-you-view television? We've had it in our house for eight installments.

The club bore was boasting of his ability to distinguish between different beverages. Finally one of the listeners took a flask from his pocket and asked the connoisseur to taste it and tell him what it was. The man took a mouthful and promptly yelled, "Great Scott, that's gasoline!"

"I know," came the curt reply, "but what brand?"

◆◆◆

Altruist

"Did you know that when Joe was dying he made his wife promise never to remarry?"

"Good old Joe! Always doing something to help his fellow man!"

◆◆◆

There is nothing wrong with this country that an editorial writer, given five minutes of time, can't cure.

◆◆◆

"Have you noticed that most successful men are bald?"

"Naturally—they always come out on top."

◆◆◆

Two Texas oilmen were visiting the big city, and stopped by a Cadillac showroom.

"How much is that one in the window?" asked the first Texan, pointing to a very special job.

"Ten thousand dollars," replied the salesman.

"I'll take it," drawled the Texan, reaching for his wallet. At this point the second Texan intervened.

"No, you don't," he said. "I'll get this one. You bought the lunch."

◆◆◆

Professor: "How can one person do so many stupid things in one day?"

Student: "I get up early."

AUTOMATION VS EDUCATION

(What is your thinking?)

IN THESE days of automation, when almost anything can be done by machinery, we need to take care that some things are left for human ingenuity and invention.

Punching a computing machine may be an easy way to get rid of drudgery, but it does not obliterate the hard facts of elementary arithmetic. Dropping a coin in the slot and receiving a factory-made sandwich is a handy way to get one's lunch, but it does not improve our skill as cooks.

There is very little opportunity for moral or mental or aesthetic improvement in pushing a button or turning a switch.

Back of every convenient gadget or machine is a human mind, or perhaps a multitude of minds, all working with the purpose to produce a mechanism which will release other minds and other hands from manual and mental effort. But if all of us fall victims to the machine, who then will invent the machinery for posterity?

The human machine cannot be operated by machinery.

It might be a fine thing if one could enter a schoolroom and, for an appropriate sum, inserted in a machine, receive a general education, or a complete equipment in

public speaking, which he could carry away in his pocket, and which would fit him for every eventuality, without further effort on his part.

Of course, it is possible today to write to some speech mill and order a ready made speech for any kind of occasion, and some people do that very thing. It meets the immediate need, but it leaves the speaker with nothing but a speech. He loses all the benefits which come from learning how to prepare and deliver his own speeches.

Learning how to do things is a great integrator of character. It is one of the best moral and mental medicines. In the process of discovering or building, one builds his own personality and discovers his own abilities. When this process of investigation and construction fails, if it ever does fail, man will have lost one of his most effective means for improvement. He will have fallen a victim to the machine.

The old principle of learning by doing can never be annulled by machinery. Someone must always be investigating and creating. Someone must know how to get along without machines, or there

will be no one left to invent new and improved machinery. Skills, even in the operation of a machine, come with practice.

Suppose we can avoid much drudgery and hard work by touching a button. Where are we to gain those habits of self-control and discipline, together with the wholesome muscular exercise, if we have no mental or physical work to do?

Specialists tell us that Americans of today are losing the ability to walk because we are so dependent on automobiles. They say that the muscles of the legs tend to become weak and atrophied because we use them so little. Thus the conveniences of modern transportation react adversely on those who enjoy them.

In the Toastmasters Club, one of the chief benefits comes from our work in planning and performing. As we call into service our latent powers of imagination and originality and invention, we grow by the process. The exercise of our faculties builds us up.

It would be easy to mechanize this work, and relieve all the club officers of all responsibility.

It would be possible to send out each month or each year a series of detailed programs to every club, with each meeting completely worked out. There could be the speech subjects, the items for table topic discussion, the points to be watched by evaluators,

the parliamentary problems to be studied, and all the rest of the plans.

Would you like that?

It would save all the committees and club officers from any work except that involved in listing the men to perform at each meeting. It would eliminate the requirement for imagination and invention. It would make the club completely mechanical in operation. But would it do the members much good?

The easy way frequently is not the best way. The overcoming of resistance is good exercise for everyone. Hindrances are helpful when we know how to deal with them. Problems strengthen us when we solve them.

The machine is a good thing when we use it right, just as carefully prepared pabulum is good for a baby. A growing man would sicken on baby food, and any man will be weakened by constant dependence on a machine or another person to do things he ought to do for himself.

The machine is good if we control it, but when we let it become the master of our thinking or our actions, we invite decline, decadence and moral desuetude.

In the Toastmasters Club or in your own life, or in life in general, automation is good or harmful, depending on how you use it.

The machine is an excellent servant, but a tyrannical master.

How to be

A SUCCESSFUL FAILURE

By Max Samfield

ALEXANDER POPE was wrong when he said: "Man wants but little here below, nor wants that little long." Man wants, or needs, many things "here below"—and one of the least among them is money or the things money can buy.

Some time ago I wrote a letter to a foreman thanking him for his splendid cooperation on a certain job, and sent a copy of the letter to his immediate superior. A week later I saw this foreman. With near tears in his eyes, he told me that in the twenty-five years he had been with the company, no one had ever before expressed appreciation for any job he had done!

A machinist quit an \$8,000-a-year job to take one elsewhere for \$6,000. An engineer making \$15,000 a year with a large oil company left to accept a position with a much smaller company at a much smaller salary.

Why did these men leave better-paying jobs? The reason is simple. The management groups of the companies whose men left failed to realize that men cannot be bought with money alone, nor can labor turnover be eliminated merely by salary increases. In short,

Management had followed the basic rules for becoming a successful failure.

If you are a member of a management group, you too may become a successful failure by following six simple rules:

1. Wipe out incentive. This nearly always works and can be done in several ways: (a) Tell a man when he approaches you with a new idea that the company tried it twenty-five years ago. It didn't work then and it won't work now; or (b) tell him you had already thought of the idea yourself and were planning to have him work on it anyway; and (c) tell a man that he can expect no further advance in salary—that he has already reached his top income, which is set by company policy.

2. Maintain a stagnant "in-line" organization. That is, allow only one or two "official" positions and create no new responsible posts for capable men with ability.

3. Sour your men on the organization. Tell them the company makes a lousy product and that the rest of management is rotten to the core. This will sour them on you also.

Ideals are like stars; you will not succeed in touching them with your hands but, like the seafaring man on the desert of water, you choose them as your guides and, following them, you reach your destiny.—Carl Schurz.

4. Blame the mistakes of your group or yourself on the men working for you, or, better yet, single out an individual. If this rule is followed to the letter, you may forget about the other five.

5. Never compliment a man for a good piece of work. Tell him "that's what you're getting paid for."

6. Set up a spy system. This is somewhat drastic but it gets quick results, and is currently much in vogue among the more successful failures. Pick a few dishonorable

close associates and let them act as your personal spies, or, better yet, set the men against each other and question them about each other's activities.

You see it is all very simple. Now you know why the men mentioned left their jobs. Management failed to recognize the fact that a man may like his work but dislike his job. As members of management groups you can help him to dislike his job by following the six basic rules, and in the process you too may become a successful failure.



A CONFESSION

—By one who didn't think he
would ever do it

THEY laughed when I stood up to speak. But I didn't feel like laughing. Neither did they, after about one minute.

When I sat down, no one laughed. They didn't even smile. They just sat there in solemn silence, looking down their noses. They were too kind-hearted even to look at me as I sat, buried under a truck load of embarrassment.

I knew that they were wondering how on earth an intelligent-looking man could be so inept—so unutterably dumb. And I mean dumb, for my stock of ideas and words had

lasted for just two and one-half minutes, and then I went dumb.

It made me wonder, too. It had not seemed such a tough assignment when the chairman asked me to "say a few words" about a certain matter in which I had quite an interest. I supposed I could do it. I just made a few notes on a card and thought I was all set.

But when I stood up and faced that sea of faces (there must have been at least twenty-five men there that evening) I was sunk—submerged—lost.

It was a horrible experience.

Sometimes I wake up in the night from a reminiscent dream of it, and I assure you it is most unpleasant—the dream, I mean, not the awakening.

The day after my humiliating failure, one of the men invited me to go with him to the Toastmasters Club.

"What's that?" I asked him. "Are you starting some new scheme to sell electric appliances?"

"Nothing of the sort," he replied. "It is just a lot of us who get together and talk to each other about things. No gadgets or appliances at all."

"You don't mean that you make speeches, do you?" I came back.

"Not unless you feel like it," he told me. "You just come along and see how it goes. You won't have to say a single word except 'Good evening' and 'Please pass the salt and pepper,' unless you feel like it."

So I went to his Toastmasters Club meeting, and you know just about what I found there.

Some of the members were pretty good talkers, but one of them was making his first speech, and he was almost as badly scared as I had been in mine. But he got through, and some fellow whom they called his "evaluator" bragged on him a little, and gave him some good advice, and he survived.

They had some general talk around the table. A "topicmaster," as they called him, asked us what

we thought of the proposition to put the waterworks under municipal ownership, and all the men expressed opinions.

It happens that I have some stock in our local waterworks, and I had my own ideas on the proposal, so when the turn came around to me, I spoke right up and said what I thought. That wasn't like making a speech. I just talked.

Well, that was my start. I haven't seen my finish yet, but I have finished with being scared to death when I have to face an audience.

I don't intend to be a great orator, but you can bet that I am right on the job when there is something to say which ought to be said.

They don't laugh at me now when I get up to speak. Last week at the Toastmasters Club they laughed when I sat down, for I ventured to tell a funny story and it went over better than I expected. I don't mind being laughed at that way.

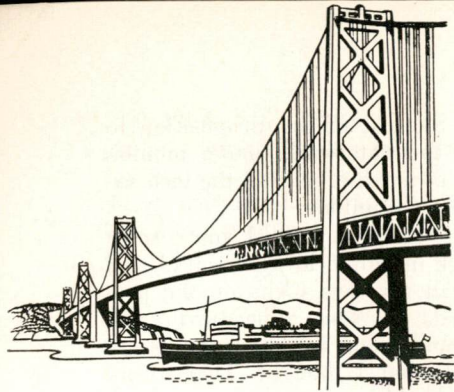
Yesterday, a committee of citizens came around to ask if I would let them nominate me for a place on the City Council. A year ago I would have turned them down, but not now. I said, "O.K. If you want me, I'll not refuse." And they said, "We want you. We like the way you tell what you think."

Yes, they were talking to me!

I guess I have the last laugh, now that I belong to the Toastmasters Club in our town.

"No," said the little girl's Toastmistress mother, "I don't want you to hit back at Johnny. Remember, you're a lady. Out-talk him."

—Quote



By Ralph S. Lowe

SOME thirty years ago a massive bridge across the St. Lawrence River collapsed. The design was sound. The contractors were competent. The workers were skilled. Yet the structure failed.

Last month a Toastmasters club in a city of fifty thousand people closed up shop. The plan of operation was sound. The officers were competent. The members tried hard. Yet the club failed.

The bridge was rebuilt as a trustworthy structure. A weakness in only one vital part had caused the collapse. This was corrected, and the undertaking was successful.

The Toastmasters club, like the bridge, was weak in only one vital component. What was this weakness? It lay in the *formal program*.

A Toastmasters club will not flourish without good formal programs. When the formal program is excellent, these benefits accrue: guests join, fewer members resign, attendance is good, members grow and develop, officers are motivated and pride is taken in membership.

Basic Training is a necessity for good programs. Members of new clubs use it for at least a year. So do new members of old clubs. Basic

STRENGTH in the FORMAL PROGRAM

Training talks can be given readily with assigned subjects—a point we shall discuss in a moment.

For clubs in operation over a year, there are the Home Office suggestions for programs—a good guide when inspirations fail.

Good formal programs guarantee strong clubs. We may achieve strong programs by:

1. Assigning subjects at least half the time or more. Be specific rather than general in making the assignments. Make the speakers work to prepare; make them read, weed out, arrange and polish.

2. Getting all the members possible to help in planning the programs. The Educational Vice-President and a couple of members can't do it all alone. And do this well in advance of the coming month.

Now, let's explore these two items.

Assigning Subjects

This practice makes it tough for the chap who likes to prepare his talks while walking from the office to the meeting. It also is effective in steering some members away from talking too much about their business or occupation.

Try to fit the subject assigned to

the needs of the individual. If his preparation seems too shallow, make him dig deeper next time with a hard subject. If he makes every subject heavy, lighten him up with something amusing, such as "Thoughts While in the Barber Chair."

With a little application, a group of men can come up with scores of subjects, both abstract and concrete. There is literally no end to program possibilities.

Always have at least two programs each month—and sometimes three—where subjects are assigned. Don't slip on this; it's too easy to drift along when nothing is assigned, and that is generally fatal.

Planning the Program

Establish a definite time and place for doing this—a member's home or office, before or after a specified club meeting, etc.

Get a good crowd together—new members, old standbys, past Presidents, and, of course, the Educational Committee.

Whoever presides (usually the Educational Vice-President) must be prepared to make the meeting efficient. He should have in mind what should be proposed for the coming month. He should know the schedule, who is to be assigned and in what position. He should allow freedom of expression but should politely keep the meeting moving. Much can be accomplished in an hour.

Follow program suggestions from the Home Office when you need help. But remember that the best programs result from the good ideas of the members.

Get variety. Now and then have a theme program, such as "Important Americans," "Historical Events," and others similar. But within the theme framework, assign specific subjects, such as "Abraham Lincoln," or "The Signing of the Declaration of Independence." Occasionally a general subject, such as "Fire," "Trees," etc. assigned to all speakers in common makes a good program. Panel discussions, simulated situations, and patriotic speeches are all possibilities. And for use a couple of times a year, the impromptu program where subjects are assigned to the speakers as they sit down to dinner, is always sure-fire.

After planning what the members are to do and when, let them know. Print and distribute the program promptly. Call attention to what has been assigned. Let each one know that he is expected to fulfil his part or to arrange for a substitute. Basically, people like to feel that someone is counting on them. Let each member know that his club counts on him.

The formal program of a Toastmasters club is like the abutments of a bridge. If the abutments give way, the bridge falls. If the formal program weakens, the club may fall, or at any rate be definitely shaky.

The symptoms of a failing club can readily be detected. Some of them are: poor attendance, falling membership, indifferent members. When these signs occur, it is well to look to the basic structure of the organization—the formal program.

What's Going On . . .

● Good Omen

When the new Hawaii Provisional District of Toastmasters International officially becomes District 49 on July 1, 1956, Island Toastmasters hope that it will prove a good omen for Hawaii's success in its long drive for statehood. Hawaii would become the 49th state of the Union.

The new provisional district began its year of operation by electing as officers: Gene Stober, Governor; Mike Lamson and Paul Wainwright, Lt. Governors; Mark Pinkston, Educational Chairman.

All 17 Island clubs were represented at the first meeting, and voted to send a warm "Aloha" to their fellow Toastmasters all over the world.

● Winners

Dan J. Watts, Governor of District 25 (Texas), and Mrs. Watts participated in Old Gold's "Truth or Consequences" TV program while attending the Toastmasters International Convention in Los Angeles. Competing with another couple, each woman was given a tire pump, while her husband was strapped to a roller-skate board connected at one end with a tire jack and at the other with a large plastic pool filled with water. The object was to raise the teeter boards with the tire pump, and the first lady to dunk her partner into the pool was winner. Both couples finished in a tie, and were awarded a 21-inch TV from Old Gold.

Picture shows Dan (far left), Mrs. Watts (far right) with competing couple and emcee Jack Bailey.

● Appeal Boosters

Members of the four Charlotte (N. C.) Toastmaster Clubs—Charlotte, Queen City, Christopher and Carolina—have enlisted 100 per cent strong to aid in the United Appeal effort. About 125 members will be available for speaking assignments to carry the message to about 1,000 groups. Each speaker will be accompanied by a 10-minute color slide film illustrating the work of the United Appeal Services.

● Profitable Meetings

"How-to-do-it meetings really ring the bell," say the Schnectady (N. Y.) Toastmasters. When a man discusses something which he understands thoroughly, he speaks at his best. It also helps to illustrate with actual props—as when Toastmaster Ev. Rau produced a full-sized turkey to demonstrate the art of carving.

● Fish Story

Challenged by his fellow-members of the Wenatchee (Wash.) Club, Toastmaster Howard LeBaugh proved that his fish stories weren't always about the one that got away. He caught a 14-pound steelhead in the Columbia River, and had it prepared and served whole at a club meeting. Toastmasters can fish as well as talk—and they stand willing to prove their fish stories.

● Conversational Balloon

"Impromptu speeches are like everyday conversation," said Topicmaster James Fahy of the Puget Sound (Tacoma, Wash.) Toastmasters. He thereupon called upon participants to act in pairs. From a board at the end of the room a number of balloons were hung. The men selected a balloon, blew it up, and found on it a topic for conversation. They then proceeded to take chairs in front of the group and converse. Clever subjects provided local color and amusement.

● Project; Safety

The traffic situation is like the weather—everyone talks about it but no one does anything. But the Corsicana (Texas) Toastmasters, in accepting the challenge delivered by W. F. Leonard, director of the Texas Safety Ass'n, decided to implement their talking by doing. The accompanying photo shows their first effort, and the club plans to erect three more signs at strategic spots. Photo shows club President Tom McElroy, W. F. Leonard, Corsicana's police chief, two highway patrolmen and mayor, and Jack Pappa, assistant to Mr. Leonard.

● Yes or No

A joint meeting of a local Toastmasters Club and a Toastmistress Club is not a novelty. But the Toastmasters of the Plus Two Club (Ft. Worth, Tex.) really flung down the gage of battle in the war of the sexes when they engaged their fair opponents in a heated debate on the subject "Are We Civilized?" The guys said we were and the dolls said we weren't—but a two-to-one decision of the judges favored the Toastmasters. A return bout is scheduled.

● Going—Going—Gone!

Are you an auctioneer? Can you sell something that is of practically no use? Members of the Lincoln (Fargo, N. D.) Toastmasters had an opportunity to determine this potential when at a successful picnic dinner meeting, table topics centered around a "White Elephant" theme. Each participant was required to auction off some useless article, amid general hilarity.

● Acquaintance-Getter

The 500 Toastmasters Club of Minneapolis featured a "get acquainted" game at their annual Christmas party which made a big hit. As members and guests arrived, each signed his name on a card and deposited it in a basket. Each person received a "Toast Board"—a bingo-style card with 24 blank spaces and one "free." Signatures of new friends were obtained to fill the blanks and, following the program and dinner, the game was played by calling out names drawn from the basket. Prizes were awarded the six lucky winners.



● Hit the Deck

When Chief Warrant Officer L. G. Hardin of the Quonset Toasters (Rhode Island) found himself aboard the S. S. Bennington for sea duty, he missed his old club associates and the weekly stimulation of meetings. Finding that it was not feasible to establish a Toastmasters club aboard, he proceeded to the next best thing and organized a most successful public speaking class, aimed at overcoming problems of delivery, diction and distracting mannerisms. "Of course," he adds, "I never cease to advertise the benefits of Toastmasters."

● TV Training

Do you need training in TV? Just visit the Thomas R. Marshall Toastmasters of Columbia City, Ind., who have recently created WTM-TV, a simulated station, to aid them in TV awareness. A mock TV camera, complete with tripod and rollers, is used, and moved around the speaker in true TV fashion.

Photo shows Club President Roy P. Whitton, designer of the camera, trying out his TV personality. Keith Dowell, Clarence Gall and Bob DeMoney evaluate his technique.



HOW WE TALK

Language is a kind of fossil poetry which is constantly being worked over for the uses of speech. Our commonest words are worn-out metaphors.

Figuratively Speaking

So-called figures of speech constitute a much larger part of our talking than we realize. Even when we are talking in what we consider the most casual manner, we are using various figurative expressions to give more life and vitality to what we say.

A figure of speech, speaking technically, is a rhetorical device used to make our words exact or concrete by the suggestion of some similarity or correspondence between objects, as in the case of the simile and the metaphor, or by impressing an idea upon the hearer's mind in some unusual way, as in hyperbole, metonymy, litotes, personification, or other scientifically named manner.

Many of our commonest idioms are based on figures of speech. When we say "clear the deck," or "breaking the ice," or "hue and cry," or "lord and master," or "weather the storm," we are using the figurative method.

When the newspaper headline writer says, "Braves Slaughter Yanks," or "Senator Gump Flays Administration," he does not mean the words to be taken literally. Perhaps he writes: "Governor Blasts Critics," or "Solons Adopt New Ordinance," but he

expects you to understand that the Governor is displeased with critical comments, or that he is flattering the City Council members by calling them "Solons."

Consider the metaphorical treatment when we read: "The White Sox trimmed the Giants." Quite as lively a figure is: "Notre Dame's backfield did the grand march down the field."

The simile and the metaphor are the most frequently used figures. You have recognized the metaphors in the examples given.

Now let us consider the simile. The difference between metaphor and simile lies in the use of a word of comparison, such as *like*, *as*, *as if*, or *as when*. For a graphic illustration of the difference, take the simile, "She looks like an angel." Changing it to a metaphor, we would say, "She is an angel."

Consider the lively comparison in "eloquent as a rattlesnake's tail." Others, lifted from various writers, are: "He was gone like a shot," or "She has a figure like a young birch tree." The former could be made into a metaphor by saying: "He shot off down the street."

And so you get the idea of some figures of speech, with which you deal continually. Coming soon will be a discussion of hyperbole and litotes, which are merely scholarly names for exaggeration and understatement, which all of us use so freely.

THE PRICE OF MEMBERSHIP

By Ernest F. Fruhbauer

THE price of membership in a Toastmasters club is attendance plus participation.

We are convinced that the price of membership is not being paid in full. The reasons for this are somewhat puzzling. Certainly a member should know why he joins. However, there are always suggestions advanced to account for low membership. Let us examine one or two.

1. *The programs are not interesting and varied enough.*

Answer: They are as interesting and varied as we choose to make them. If we are not getting enough value from them, it then behooves us to exert ourselves to more effort, to participate more fully, in order to improve them.

Desirable as it may be, not every program will run as smooth as silk, not every program will be outstanding. But however the program goes, we can learn from it. We can learn by imagining what we would have done or said had we been on it. We can check ourselves on our judgment of good points and flaws by listening carefully to the general evaluator. And we can make good use of this

knowledge the next time we appear.

We cannot blame programming altogether for not paying the price of membership, because we make the program.

2. *Too many members have jobs which require travelling. As a result, they miss many meetings.*

Answer: This theory simply does not hold water. Some of the outstanding contributions to this club have come from members whose regular attendance has been rendered impossible by the travel requirements of their employment. While their attendance record might not have looked good on the books, their participation was abundant and rewarding. Their contributions came through behind-the-scenes committee work. Of course, there are extremes in all things, and it is true that we would be hard put to operate a club of thirty members who did not know from week to week just where they might be. But we do not think that this is the main problem at this time.

It seems to us that our chief problem is purely and simply *indifference*. An indifferent attitude

on the part of a number of members reflects itself in the fact that they seldom attend, and, not attending, do not participate.

The answer to developing the strong membership necessary for the perpetuation of this or any Toastmasters club is the creation of a group willing to pay the price of membership.

This means asking those extremely inactive, inactive members, and the occasional attenders among the so-called active members, just what their intentions are. If the answers are not convincing, the unpleasant but only course is to invoke the rules and terminate their memberships. Then fill the ranks with new members who are aware of the reasons why they are here and what is expected of them.

Let us not, however, bring new members into the club solely because here is a group of mighty fine fellows with whom it is a pleasure to be associated. That is

just short of being the best reason, although I am not minimizing good fellowship.

The top reason for joining should be a desire for self improvement—a desire to improve one's abilities to speak effectively and listen critically. A new member should come into our ranks with a full awareness of the purpose for the existence of Toastmasters. The new member should know, and the old member be reminded, that the price of membership is attendance and participation. Anything less is of little value.

ED. NOTE: *This article is a reprint of a speech delivered before the Business Men's Toastmasters Club of Omaha. It was such a successful summary of the problem that the editors feel it will be of interest to all other club members, whether or not their own particular group faces such a situation.*

A LETTER

Sirs:

Thank you for informing us of completion by Mr. Chin-Tsai Hung of the Basic Training in special development in the Toastmasters organization. He came to us several years ago as a 'man without a country' who had been stranded by reason of the Communist invasion of China.

At that time he was a graduate student at the University of Washington. He has taken out his first

citizenship papers and I am sure will make a fine citizen. Toastmasters has given him the means of developing his knowledge of English and the ability to express himself. Your organization is helping to develop a good future American in Mr. Hung.

Sincerely,

Ronald A. MacDonald,
National Bank of Commerce, Seattle, Wash.

HAVE YOU READ?



A Study of Meanings—"Applied Semantics," by Joseph G. Brin. (Bruce Humphries, Boston, 179 pages, \$3.00.)

This is a practical and quite realistic approach to effective communication. The author has laid aside the customary reverential views of this science of semantics, accepting the term for what it really means—the science of meanings. He holds that if the "nature, structure, and limitations of language as a medium of communication are better understood, the reader is able to read and to listen more intelligently, and to respond more objectively."

The author, Joseph Brin, is Professor of Semantics at Boston University. He has done extensive work in Public Relations and Communications, and in teaching of public speaking, as well as in journalism, and has published half a dozen books on speech subjects. Thus he should be well qualified to discuss

the problems of communication.

The headings of various parts of the book suggest the manner of treatment. Such subjects as "The Effective Word," "Connotation and Denotation," "Building a Vocabulary," "American English," "Shared Understanding" stir the interest of the earnest student of words.

The chapter headed "About Dictionaries" is of exceptional value in its presentation of the historical background of dictionary making, and its suggestions on how to make the best use of the dictionary.

There is a vast amount of misunderstanding about the meaning and value of the study of semantics, and Professor Brin has done a service in bringing the subject to a practical and understandable level. For the person who desires to be accurate and correct in his words, making them say just what he means, there is much of value in this book on "Applied Semantics."

Asking a woman her age
Is like buying a second-hand car;
The speedometer's been set back,
But you can't tell just how far.

The reason a dog has so many friends is that his tail wags instead of his tongue.

You and Your Club

By Ralph C. Smedley

Planning a Year

The emphasis for January, in the Toastmasters Club, is on "Speech Engineering." But this kind of engineering is a matter of planning; and planning is not limited to speeches.

Each one of us has a life to plan, and a career to engineer. Each of us has the new year, as a part of that life, to plan and outline and set up in detail. And the same principles which apply in speech planning are useful in planning the other affairs of living.

One of the rewards of speech training is the ability to plan, not only in preparing a speech, but in laying out the design for every project and undertaking.

Planning a Speech

The emphasis on speech planning brings a good starting point for the year before us. Every serious-minded Toastmaster will welcome the chance to improve his outline of speech material. Then he will catch the analogy and see how the same kind of planning will fit his life.

Perhaps we would hardly look to a famous writer of mystery stories for profound advice on such a subject, but Erle Staaley Gardner wrote wisely when he put into the mouth of his favorite character, Perry Mason, these words: "A person has to prepare

himself. You have to lay a foundation for life. The time you spend in study is an investment, as good as money in a bank."

Try that on your speech preparation. Apply it to all your studies and undertakings. Try to realize the importance of adequate preparation in whatever you undertake.

If you will do this during the month of January, you will have started well toward making this one of the best years of your life.

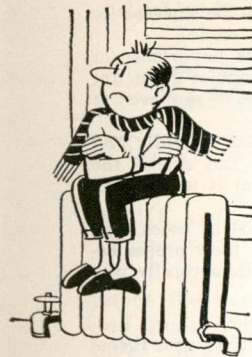
What is the standard formula for a speech?

The question is asked repeatedly, and the answer is always the same. There is no universal formula for speeches, any more than there is a universal plan for houses.

Every plan, whether for a house or for a speech, follows certain universal principles, but each instance brings its individual problems, and each must be met.

Excellent plans for speech building are presented in your *Basic Training Manual*. Many more good plans are given in the book entitled *Speech Engineering*. Familiarize yourself with as many as possible of these, and adapt them to your own speech themes.

The opportunity which confronts you this January is to learn how better to plan your affairs, and then to work out the plans so as to reach the desired end.



LET'S GET HOT

By Joseph P. Curry, Jr.

IF YOU want to be a speaker—if you hunger for knowledge—if you dream of success—can you get it? Of course! There is a way—Toastmasters.

It isn't easy. It doesn't rub off by mere contact with other Toastmasters. You can't swallow it like a pill. But it is there for you just the same.

The safest, surest and quickest way to become an effective speaker, to bring your dreams to fruition, is to *work*—work with Toastmasters. By following the many aids provided through your club and applying the principles found therein, you will progress. As you work, study and practice, you will note a big difference in your capabilities from week to week. The work becomes easier. In fact, it becomes fun.

Winston Churchill, when asked how he overcame fear when making a speech, said:

"When I get up to address a group, I always make a point of taking a good look around at the audience, then I say to myself, 'What a lot of silly fools!' Then I always feel better."

You will find that your training carries over into your daily routine. Your boss pays more attention to you when you speak. Your chances of success become probabilities dependent upon your application of principles learned and your growing determination and enthusiasm.

Do you recall the old fable of the grasshopper and the ant? The ant worked diligently all summer long, storing away food for the winter. But the grasshopper played his fiddle and danced the pleasant hours away. Then the snow came. The ant was secure in a comfortably built house, with food to spare for his winter meals. But the grasshopper was caught threadbare, with no home and no food to see him through the winter season. He had to resort to begging from the ant.

Today's boom period may not last forever. The snows of harder times loom dimly in the future. If we have stored up plenty of verbs, adverbs, nouns, pronouns, adjectives and prepositions and made for ourselves a secure home of effective communication, we will weather the storm. But the Toastmaster who had the same opportunities but did not take advantage of them, will be left out in the cold.

Our clubs will guide and inspire, but the application is up to us. So let's get hot!

HOW TO

PLAN YOUR SPEECH

The speaker and the writer have much in common when they sit down to make preparation. Advice to beginners in writing applies with equal force to speakers, whether they are novices or veterans.

In the February, 1955, issue of *The Writer*, that helpful magazine for people who wish to write for publication, there is published a letter written by William C. Lengel, Editor-in-Chief of Fawcett Publications, Inc., of New York City. While it is directed to writers, its suggestions are so admirably suited to the needs of the speaker that we present a part of the letter, by special permission of the publishers of *The Writer*.

Dr. Lengel gives it the title: "Some Old-Fashioned Editorial Hints for Writers of Fact Features."

1. Know your subject.

Fortify your own knowledge with study and research until you are saturated with the details of your subject.

Select the segment of your subject that will make a definite and complete unit. In other words, be sure you have a definite thematic idea.

2. What is your objective?

What do you want to convey to the reader? To prove?

Be sure you know your ending and have a definite objective or goal that you intend to reach.

3. How to prepare your material.

Before sitting down to the actual job of writing, first make a list of all points

that you believe should be covered to make a complete unit (article).

Don't worry about the importance or sequence of the notes you jot down. Jot them down as they come to you, even at the risk of duplication.

Now, go over your list carefully and you will find that you can choose the one thought or idea that is unquestionably your lead.

Then go over your list of notes, and rearrange the points in their proper sequence, so that one leads naturally into another.

4. Writing your feature.

Your lead should establish your theme—just as a lawyer, drawing a petition or complaint, first sets forth his cause of action, or the lawyer writing a brief establishes at once his point of contention.

Your lead can be provocative—a statement of fact—or it can be an illuminating or intriguing anecdote, also intended to lead your reader into what you have to say.

The most successful articles or fact features, as distinguished from essays, are enlivened with anecdotes or episodes that illustrate points and make for easier or more entertaining reading.

Be sure that you cover your subject adequately and thoroughly, but do it without adding extraneous material or padding to make for some self-imposed or editor imposed length. Yet, do not omit valuable facts or information necessary to an understanding of your article merely to keep the article short.

However, it is much better to have your reader wish you had said more than to have him become bored or impatient because you tell him too much or carry beyond the value of your material.

Life would be a perpetual flea hunt if a man were obliged to run down all the innuendos, inveracities, insinuations and misrepresentations which are uttered against him.—Beecher.

Speak when you are angry and you'll make the best speech you'll ever regret.

We act as though comfort and luxury were the chief requirements of life, when all that we need to make us really happy is something to be enthusiastic about.

Adjustment means

CAN YOU TAKE IT?

By Joseph S. Krinsky

THE extent to which we are able to adapt ourselves to others and to life situations determines the degree of our strength and maturity. Inherent in good social adjustment is the ability of the individual to establish meaningful relationships with others. This includes our business associates, our friends and our families.

Toastmasters clubs provide opportunity to reach out and accept the challenge of public speaking. Toastmasters clubs also provide honest evaluation. Thus, the speaker is continually placed in the position of finding out whether he can take it. It is the unusual person who can own up to his weaknesses. Most people are embarrassed by them, and therefore become frightened and hostile when they are pointed out.

One of the fine things about Toastmasters is that the potential for embarrassing situations is minimized through well directed and honest evaluation. In the friendly atmosphere of mutual help, feelings of hostility vanish. Instead, there is developed objective introspection wherein speakers scrutinize their action, evaluate their expressions and validate their techniques of constructive effort.

It is through self-evaluation that we learn to recognize in ourselves mannerisms which we find objectionable in others. Through conscious habits of self-evaluation we form opinions of ourselves and others. This discipline is enhanced by Toastmasters, which teaches us to be objective and logical in our judgments.

One of the necessary requirements for successful living is the ability to get along with our contemporaries. We get along with people through understanding. Toastmasters helps us to understand the multitude of pressures which affect daily living. Thus, the degree to which one can adapt himself to what evaluators think and feel is a measure of his ability to accept and adjust to the general social situation.

Early in our lives we begin to encounter criticism. If we are mentally and emotionally secure, we can accept it and make changes.

Honest evaluation teaches us to develop and maintain an atmosphere of receptivity even to unfair criticism. From it we learn to understand. Through understanding we learn to control our reactions, and are thereby better equipped for our missions in life.

(It's the \$64,000 question in every one's life,
but Toastmasters can help you to answer it.)

A Speech Answers Questions

By Dr. Ralph C. Smedley

A speech consists largely in the answers to questions.

It may be outlined or constructed on the basis of a series of questions which, when answered, present a systematic exposition of the subject under consideration.

The work of a speech evaluator is constructed very definitely on this plan, if he is a good evaluator, and if he uses his evaluation as an opportunity to practice speaking. The various critique forms used in Toastmasters Clubs consist of questions, used as reminders or thought starters.

When these questions are used as the outline for the short, stimulating speech of evaluation, both the critic and the person evaluated gain from the process. When the evaluator merely reads the questions and answers them with yes, or no, no one gets much good from it.

This fact was discovered by members of the Toastmasters Club of Roseburg, Oregon, when Richard Shamrell tried to improve their work as evaluators. He gave them a good outline, but many of them could not get away from the "It says here" technique.

Here is how Toastmaster Shamrell tells of his experience:

"When I was the evaluator at a recent meeting, I decided that our club was lacking in evaluation tech-

nique. I read the book, *Speech Evaluation*, several times, and then made up a list of questions for my critics to use in listening. It helped, although some of them did continue with their question and answer method."

Here is the list of questions which he prepared and handed to his individual evaluators:

Opening—Was it appropriate? Did it make me want to listen? Was it a preview of the speech?

Purpose—Did he accomplish it? If so, mention it to him. If not, mention that fact also.

General Purpose—How was he trying to get this over to the audience? Did he succeed?

Body—Did he hold your attention throughout the speech? If not, what was the cause?

Delivery—Did he hesitate, stumble or have any other faults which made his delivery ineffective?

Eye Contact—Did he look at one part of the audience for some time, or did he shift his gaze from one side to the other, or look mostly at something other than the audience?

Finish—Did he sum up his speech with what he wanted to accomplish? Did he clinch the sale?

That is a good outline, as we can all agree. It should help any evaluator to listen with intelligence. It

gives an outline for an excellent short speech. Even so, some of the members plodded along, reading the question from the sheet, and then saying "Yes, he had a good opening," or "No, I didn't like his opening." That sad system is all too familiar to all of us.

But imagine an evaluator brave enough to break away from the old routine, and wise enough to use his chance to make a real speech.

This is the way he started out:

"This speech began with a thrilling opening. It stirred my interest and made me want to listen. Not only did it give me an idea of what was to come, but it made me curious to see how the speaker would accomplish his purpose.

"That purpose was made clear in the first few sentences he spoke. While I did not agree with him at the start, he really convinced me with his facts and illustration. By his logical presentation, he led me to accept his ideas . . ."

And so the evaluator goes on to the conclusion, answering each question, but never once reading out the questions, or even mentioning that he was using the critique form.

Imagine the contrast when another evaluator began, holding up the sheet and reading carefully, "Well, it says here on this paper, 'Did he have a good opening? Was it appropriate? Did it make me want to listen?' Well, I think he had a pretty good opening." There is all the difference in the world between these two types of evaluation, and yet they are formulated on the same set of questions.

Suppose the speech did not sat-

isfy the evaluator. He still applies the questions in his analysis, and his remarks may be like this:

"This speaker made the mistake of using a slow, uninteresting opening, which made it hard for me to listen to the rest of his talk. If he had spoken his ideas in three short, snappy sentences, he would have brought me to attention. But then he failed to reveal his plan or purpose until he had nearly reached the conclusion, and even then he did not tell me just what he wanted me to do about it. If he had used part of his concluding sentences in the first paragraph of the speech, he would have helped me more."

By all means, let us regard the evaluator's remarks as the answers to questions, but let us never tell the audience in so many words just what the questions are. We can weave the answers into a logically constructed, well delivered, inspiring little speech, in which we will pay compliments, point out faults, and show the way to improvement, all in the space of two minutes.

Suppose we borrow the questions devised by Evaluator Shamrell, and let your members work on them. Possibly you can improve on them. You may wish to shorten them. Whatever you do with them, be ready to crack down on any man who starts reading the questions. Let's unite to suppress that "It says here" technique.

If evaluation is a weak spot in your club's work, appoint yourself a one-man committee to improve it and make it the inspiring feature which it can become when given half a chance.

WERE THE "GOOD OLD DAYS"?

WHENEVER you hear some backward-looker longing for the "good old days," you might pin him down as to just *how* "good" they were and ask for facts and figures—or, better yet, supply some facts and figures of your own about *today*, to refute him.

Suppose, as is likely, he is referring to those days 25 years ago when the U.S. had reached a peak of prosperity that everybody supposed would never be topped. Well, in 1929, the average employee was working a 48.3 hour week. Today he puts in 35 hours a week—and makes three times as much money.

Then, there was but one automobile to every 5½ persons—today, there's one car to every three—and what luxury cars they are! There was but one electric refrigerator to every 65 persons in those

"good old days"—today there's one to every four persons.

There was one vacuum cleaner then to every 14 persons—there's one to every five today; one washing machine to every 18 then, vs. one to 4.4 now; one telephone to six persons, one to three now; one radio to 12.8 persons, one to two now—no television then, one set to every five persons today. Less than 20 million homes had electricity, today 45 million homes have it.

The average family today has more than twice as much insurance and four times as much personal savings now as then. Seventy per cent more kids are in high school, more than two and a half times as many go on to college now as then. Life expectancy is up 12 years—we're living longer, eating better, earning more!

Steinmetz, one of the great modern engineers, was asked what line of research he thought would see the greatest development in the next fifty years. After careful thought, he replied, "I think the greatest discovery will be made along spiritual lines. Some day people will learn that material things do not bring happiness."

If we knew as much about mental health as we do about physical health, an epidemic of hate would be considered as dangerous as an epidemic of typhoid.

—Quote

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OFFICIAL CONVENTION CALL

To all Club Secretaries:

By virtue of the authority vested in me by the Board of Directors of Toastmasters International, and in accordance with Section 1, Article V of the Bylaws of Toastmasters International, I take pleasure in notifying you that the twenty-fifth Convention of Toastmasters International shall be held at Detroit, Michigan, on the 22nd, 23rd and 24th of August, 1956.

All Toastmasters are earnestly urged to attend.

John W. Haynes, President.



New Clubs

- 156 GLEN ELLYN, Illinois, (D 30), *Glen Ellyn*, 1st & 3rd Mon., 8:00 p. m., Community House.
- 504 NEVADA, Iowa, (D 19), *East Story County*, Tues., 6:30 p. m., Iowa Light & Power Co. Basement.
- 1651 SEDALIA, Missouri, (D 8), *Sedalia*, Fri., 6:00 p. m., Bothwell Hotel.
- 1929 VERNON, B. C., Canada, (D 21), *Vernon*, Fri., 6:15 p. m., Banquet Room, Allison Hotel.
- 1930 TOLEDO, Ohio, (D 28), *Railroad*, Mon., 6:00 p. m., Ding How Restaurant.
- 1931 CORNING, New York, (D 34), *Corning*, 1st & 3rd Mon., 6:00 p. m., Hotel Stanton, Keyhole Room.
- 1932 HUNTSVILLE, Alabama, (Prov.), *Redstone*, Tues., 6:00 p. m., Redstone Arsenal.
- 1933 DALLAS, Oregon, (D 7), *Dallas*, Thurs., 6:30 p. m., VFW Hall, 428½ South Main Street.
- 1934 DUNDEE, Scotland, (D 18), *Dundee*, Alt. Mon., 7:30 p. m., Royal British Hotel.
- 1935 OTTAWA, Ont., Canada, (D 34), *Ottawa*.
- 1936 NORWALK, Ohio, (D 10), *Norwalk*.
- 1937 URAVAN, Colorado, (D 26), *Uravan*, Tues., 7:30 p. m., The Boarding House.
- 1938 LAS CRUCES, New Mexico, (D 23), *Las Cruces*, Mon., 7:00 p. m., La Posta Lodge.
- 1939 WASHINGTON, Andrews AFB, D. C., (D 36), *ANCO*, Wed., 6:00 p. m., NCO Open Mess, Andrews AFB.
- 1940 PORT MELLON, B. C., Canada, (D 21), *Port Mellon*.
- 1941 EUGENE, Oregon, (D 7), *Active*, Fri., 6:45 a. m., Lynwood Cafe.
- 1942 PEARL HARBOR, Oahu, T. H., (Prov.), *Leeward Side Marine Staff NCO*, Thurs., 6:00 p. m., Pearl Harbor Staff NCO Club.
- 1943 DULUTH, Minnesota, (D 6), *K of C*, Tues., 5:45 p. m., K of C Clubrooms, 18½ E. 1st Street.
- 1944 BENSON, Minnesota, (D 6), *Benson*, Tues., 6:00 p. m., Cloverleaf.
- 1945 GULFPORT, Mississippi, (D 29), *Gulfport*.
- 1946 SAN DIEGO, N. A. S. Miramar, California, (D 5), *Artisan*, Wed., 4:10 p. m., N. A. S. Miramar, Bldg. M-250.
- 1947 QUONSET POINT, U. S. Naval Air Station, Rhode Island, (D 31), *Jets*, Wed., 12:00 noon, Training Building, NAS.
- 1948 PITTSBURGH, Pennsylvania, (D 13), *Gateway*, every other Mon., 6:00 p. m., Congress of Women's Club.
- 1949 NEW YORK, N. Y., (D 46), *New York*, 1st & 3rd Tues., 5:30 p. m.
- 1950 PUEBLO, Colorado, (D 26), *Pueblo*.

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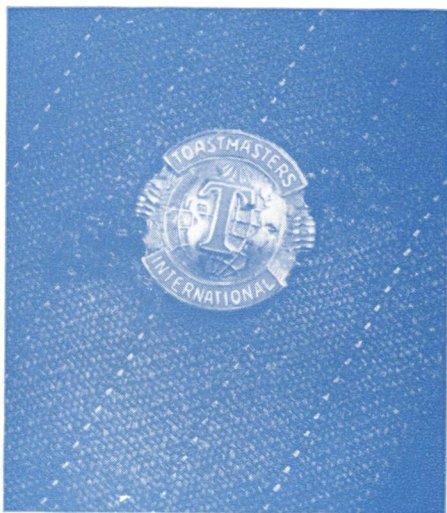
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