

September 1984

# THE TOASTMASTER



STAR SEARCH: Discover Your Own Talents

# WORD WISDOM

by David Rottman

## Foreign Expressions

Because of the increasing global village effect caused by communications technology, many expressions from foreign languages are becoming part of everyday English usage. Here are some foreign expressions I've recently seen in newspapers or magazines.

**ahimsa:** The Indian (Hindu, Buddhist and Jain) philosophy of "no injury" or nonviolence, which states that all living creatures are sacred and are part of the reincarnation cycle.

**bushido:** Literally "the way of the warrior," bushido is the samurai code of discipline, honor and bravery. The word is sometimes capitalized.

**fellah:** A fellah is a peasant or farm worker in Arab countries. The plural appears in three forms, as fellahs, fellahin or fellaheen.

**hidalgo:** Literally "a son of property" in Spanish, a hidalgo is a gentleman or member of the nobility.

**imam:** This word has several meanings. Generally speaking, an imam is either an Islamic prayer leader or an expert on Islamic law. Capitalized, the word Imam refers to any leader believed by Shiite Moslems to be a successor to Mohammed.

**khushi:** Looking for a word to rhyme with sushi? This word means pleasure or happiness in Hindi.

**oblast:** An oblast is territory of administration within one of the Soviet republics, akin to a district or province.

**samizdat:** In Russia copying machines are guarded jealously. Unauthorized use of duplicating machines can be a serious offense. The explanation? Samizdat is the "underground press," the process of copying or printing dissident literature for distribution. Samizdat is not only political writing, but includes humor, news and gossip.

**yashmak:** The yashmak is the veil worn in public by Moslem women. Lest you forget the meaning of this word, remember Elsa Lancaster's immortal song: "You can't look behind my yashmak for cash, mac, you can only look for love."

## Political Rhetoric

Now that the United States presidential campaign is underway, we're sure to hear lots of rhetoric. Here is a list of words for "praising and blaming,"

### tergiversate

A candidate who equivocates or changes his mind is a tergiversator (from the Latin "to turn the back").

### obloquy, odium, opprobrium

These three words are often used interchangeably, but they do have subtle distinctions in meaning. Obloquy is verbal abuse: lies, contemptuous utterances, insults. To be a victim of obloquy means to have one's reputation damaged by insults or lies. The word literally means "to speak against."

Odium comes from the Latin for "I hate," and the adjective form "odious" means hateful. Odium can be either the state of being hateful, or the state of being disgraced by one's own hateful conduct.

Finally, opprobrium means scorn or shame. A term of opprobrium is a term of contempt or reproach. To be in a state of opprobrium is to carry one's shame or dishonor on one's shoulders.

### encomium, panegyric, paean

The first two of these praising words can be used interchangeably. An encomium is a eulogy without the funereal connotations: a formal declaration of praise or tribute, especially to a conquering hero.

A panegyric is equally formal and equally laudatory. This word comes from the Greek words for all (pan) and assembly (agora); hence a panegyric is a public tribute.

A paean is a hymn or song of praise, or any expression of thanksgiving or joy. A paean was originally a hymn or cry of praise to Apollo by his cult followers.

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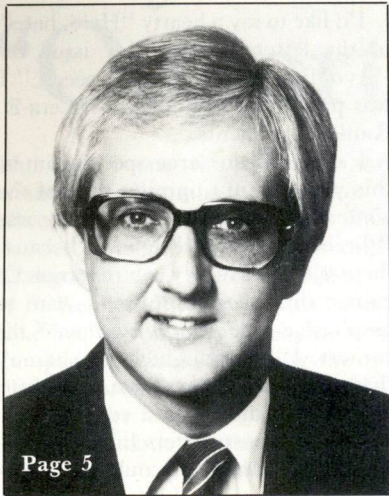
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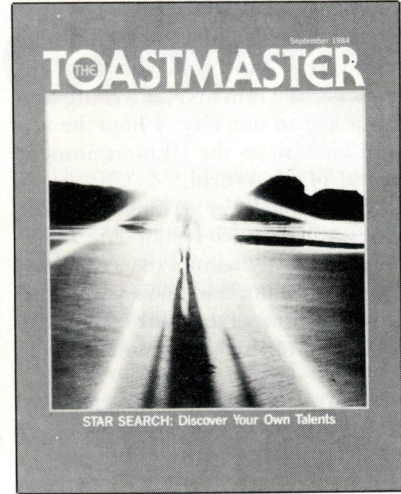
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## COVER

The television talent hunt "Star Search" features amateurs who are judged on their performing abilities. As Toastmasters, we too are often in the spotlight, but how many of us can judge our own talents? How many of us dare to shine that spotlight inward and take full responsibility for becoming all that we were meant to be? Peter Crabtree, DTM, presents a method for evaluating your skills and suggests possible directions for acting on new-found self-awareness.

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# LETTERS

## Notes in General

When International President Eddie Dunn was in Las Vegas recently, I enjoyed meeting him and presenting him with a key to our city. I hope he enjoyed his visit to the "Entertainment Capital of the World!"

The reason I am writing to you is to tell you how much I enjoy *The Toastmaster*. I greatly admire the Toastmasters organization, and know your clubs will continue to serve your membership in a most worthwhile manner.

*Bill Briare, Mayor  
Las Vegas, Nevada*

Charles W. Bryant, a member of Fairfax Toastmasters Club 1899-36 in Fairfax City, Virginia, passed away May 12, 1984. After a long career on the West Coast as a radio commentator and a public relations specialist, Bryant was much in demand on various programs.

He was not only the outstanding speaker and evaluator of the Fairfax Toastmasters Club, but he also possessed a warm, friendly and helpful personality that was an inspiration and challenge to all members, especially the newer ones.

Bryant's weighing of his words, in speaking or in evaluating, set him apart as the complete, experienced and mature speaker. His mannerisms on the floor, his proper dress and polished appearance generated standards for confidence, sincerity and authority. He will long be remembered as one who could bring out the bright side of a serious issue to the acceptance and satisfaction of all concerned. His passing is a great loss to Toastmasters, for a gentleman and speaker of his ability and influence comes along once in a lifetime.

*Harold W. Loomis  
Fairfax City, Virginia*

A great number of people, including presidential candidates, have picked up on a current, popular TV commercial slogan: "Where's the beef?"

Though this question is being asked for different reasons, it still seems to highlight the concern many of us have for the shift from basic substance to the variety of the so-called "frills"

that make up everyday living.

We as Toastmasters are not immune from being asked, "Where's the beef?" Our clubs' substance can be found in the basic and advanced communications and leadership programs, and other activities that complement and support them. These are the programs that are aimed at making each Toastmaster a better communicator—that means a better listener, a better thinker and a better speaker.

Aren't these the reasons most people join Toastmasters? Our clubs cannot afford to shift their efforts to the "frills" part of our myriad Toastmasters activities to the detriment of the basic substance—the "beef," no matter how attractive the overall package may look.

To experience growth and to increase our overall effectiveness as communicators, we have to continue placing our efforts and our improvements in the basic substance of Toastmasters. Our entire philosophy, as expounded by Dr. Smedley, is based on this. It is, without qualification, our "product." With this continued emphasis, it will never be asked of us, "Where's the beef?"

*Michael L. Wardinski, DTM  
District 36 Governor  
Alexandria, Virginia*

## Memos on May

I am writing to you to express both disapproval and strong criticism of David Rottman's column, "Word Wisdom," in the May issue of *The Toastmaster*. In my opinion, every word he offers is little known and obscure. I cannot imagine how any of his selections would enhance an effective communication.

It strikes me that Winston Churchill, with an alleged vocabulary of 35,000 words, never used comparably esoteric terms. Clearly, words whose meaning is lost to the intended audience are barriers to communication.

*Tony W. Salinger, ATM  
Bernardsville, New Jersey*

**Editor's Reply:** *The contents of Mr. Rottman's column are strictly for vocabulary-building and general knowledge use.*

I'd like to say a hearty "Here, here" to the letters in the May issue re: "Avoiding the 'Formula' Speech." I was particularly interested in Leta E. Rank's comments.

I attended our area speech contest this year. In my opinion, one of the contestant's speech and delivery was "the best," but did not win because the subject was highly controversial. Of course this is *my* opinion. I want to emphasize I *thoroughly* enjoyed the contest. I just thought it "a shame" that a controversial subject could hurt a speaker's chance in a contest.

Thanks Toastmasters International, for being. Otherwise I could not, probably, improve my public speaking ability. Without Toastmasters, there are many, many people who would not be where they are today career-wise, personally and socially. Thanks again.

*Frank Elliot  
Brentwood, Tennessee*

## In the Pink

Page 25 of the May, 1984 issue of *The Toastmaster* provoked in me this immediate reaction: While I wholeheartedly endorse that page's attention to "Speaking So the Deaf Can Hear You and the Blind Can See Your Point," I must add a third suggestion. Print words that the reader can read!

The combination of white text on glossy, pale lavender was most attractive but most difficult to read. Lack of contrast plus the paper's sheen strained my near 20/20 vision—what did it do to those Toastmasters with less than perfect vision?

Perhaps a paraphrase of the last line on page 25 best expresses my message. . . if this color theme is to be used, large-print versions would be appreciated.

Yours for better communication, written as well as oral.

*Judith McGinnis  
Indianapolis, Indiana*

In the May issue, one of the most important stories was probably not read by most Toastmasters. I'm referring to, "Speaking So the Deaf Can Hear You and the Blind Can See Your Point." This excellent story will go

**Continued on Page 21**

# JOHN LATIN, DTM: “Opportunities for Growth”

John Latin is one who reaches for the stars and indeed attains them. As an employee of Rockwell International since 1964, Mr. Latin's tenure with that company began on the edge of President John F. Kennedy's New Frontier. Since then he has served as a test engineer on major space missions, including the Apollo and space shuttle programs. Obviously, the sky is *not* the limit on Mr. Latin's ideas about “opportunities for growth.”

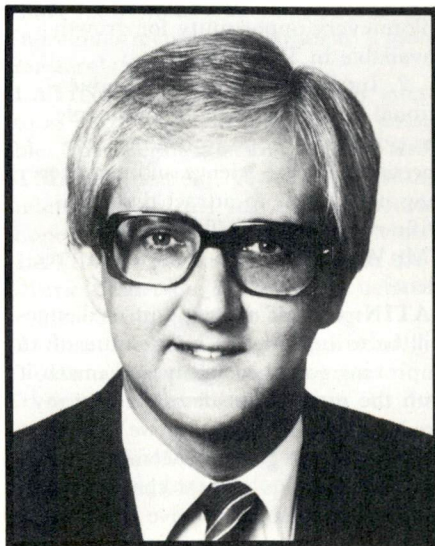
Toastmasters has provided a major opportunity for Mr. Latin's professional growth. In his early years with Rockwell, Mr. Latin needed to present test results connected with NASA's Apollo program to “middle management.” He knew he needed “emergency help” with speaking at such business meetings and he turned to Toastmasters.

Mr. Latin became an active member of Downey Space Club 513-F in Downey, California, in 1969 and set about his goal of making effective business presentations. Not only did he achieve that goal, but three years later he became a member of Rockwell's speakers bureau and found himself speaking for the company to audiences all over the United States and Canada.

While reaching such professional heights, Mr. Latin's Toastmasters career soared as well. He eventually became an active member of three clubs and has held offices in all levels of the organization.

Toastmasters has been more than just an opportunity for professional growth to him, however. For Mr. Latin, it is a way of living. “I'm a Toastmaster for life,” he says, and indeed sees no limit to the self-development heights he may reach as a Toastmaster. Last month his mission to reach the highest Toastmaster star was accomplished when he was officially elected International President at Toastmasters' International Convention in Orlando, Florida.

Mr. Latin assumes his presidential responsibilities this month with the full support of Rockwell International, where he is now a business development manager in the Space Transportation Division. He sees his work with Rockwell as an opportunity to spread the word about Toastmasters, since it allows him to



speak to the scientific community as well as to civic, management and educational organizations.

As he enters office, Mr. Latin is also excited about three “golden” opportunities for individual Toastmasters' growth—the revised basic manual and two new advanced manuals. In the following interview with *The Toastmaster*, Mr. Latin talks about these educational improvements and other “opportunities for growth” available to Toastmasters. And since the stars are in reach of Toastmasters, he also touches on the importance of our program in a space-age world.

**THE TOASTMASTER:** What is your presidential theme?

**JOHN LATIN:** Opportunities for Growth.

**TM:** Why is it important?

**LATIN:** The theme is important to me because it expresses the meaning of Toastmasters in three words: “opportunities for growth.” I see the Toastmasters club meeting as a golden opportunity to help each member conquer the fear of speaking in public, while developing their personal communication and leadership skills. This enhances their preparation to meet life's challenges, both personally and professionally.

**TM:** When did you first join Toastmasters?

**LATIN:** In July, 1969, I joined the Downey Space Toastmasters Club 513-F

in Downey, California. Membership was open to the community, but most were engineers from Rockwell International.

**TM:** Why did you join?

**LATIN:** I joined because I knew I needed “emergency” help when it came to expressing myself at business meetings. I was aware since 1964 that Club 513 was meeting locally, but it wasn't until someone asked me to visit the club that I gathered enough strength to go to a meeting.

**TM:** Have you accomplished the goals you had when you first joined?

**LATIN:** Yes, indeed. And I've had to establish additional goals since then. My first goal was to be able to stand up in front of what we call “middle management” and present the results of some test connected with NASA's Apollo program. I'm grateful now that my immediate supervisor urged me into this type of training. In 1972 I joined the company's speakers bureau and found myself speaking to audiences around the United States and Canada.

**TM:** What goals have you set as President?

**LATIN:** I'm anxious to maintain the momentum established by my predecessors and therefore have set the following goals:

Educational Accomplishment Target:

To achieve two CTMs and one ATM from every club, and six DTMs from every district.

Membership Growth Target: To achieve a minimum of 20 members in every club by June 30, 1985.

Club Extension Target: To build 500 new clubs by June 30, 1985.

District Achievement Target: To motivate every district to achieve distinguished district status in 1984-85.

Club Retention Target: To reduce the annual number of dropped clubs to no more than 100 (an average of 1½ per district).

**TM:** What are your goals as a member seeking personal growth?

**LATIN:** I'm anxious to develop three 40-minute speeches that could be presented to non-Toastmasters audiences. That doesn't mean I'm leaving the aero-

space industry for the speaking circuit. I enjoy being involved in this type of speaking activity because it offers many opportunities for travel and meeting people. For instance, the International Convention offers us an opportunity to listen to many professional speakers from across the world and to pick up some helpful hints.

**TM:** How do you plan to achieve these goals?

**LATIN:** I'm a Toastmaster for life. The club meeting allows me to experiment with stories and humor that could be used in 40-minute talks.

**TM:** You've served in many club, district and international offices, and your career involves many responsibilities. Has the leadership experience you've acquired in Toastmasters helped you in your career?

**LATIN:** Yes, indeed. As a program development manager at Rockwell, I have to prepare a strategic business plan each year for those markets we plan to address. Back in 1971 when I first entered district-level leadership I was taught the basics of business planning—something never offered in my formal engineering and math background. Later, as governor of a 90-club district, the experience of working and communicating with 2000 members proved most valuable.

**TM:** Has the program helped you in any other ways and how?

**LATIN:** Yes, I'm a "product" of a disciplined environment (both in school and at home). That type of training was very helpful in some early accomplishments in my life, like getting through engineering school by age 21. Toastmasters complemented this training with many opportunities to interface with groups of people in a friendly environment—something not available to me as an engineering student or as an engineer.

**TM:** Why did you want to become President of our organization?

**LATIN:** I always enjoyed involvement in Toastmasters activities and, with me, it was simply accepting the next challenge available. After being an International Director, with the encouragement of many good friends in 1979, I made a decision to run for Third Vice President in 1980. After an unsuccessful first attempt (a major learning experience for me) I ran a second time and won.

**TM:** What do you hope to accomplish during your term and how?

**LATIN:** Wow! That's a question that requires a long answer. However, in the interest of brevity my answer has two parts:

1. Convince our membership to ex-

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## *THE REVISED BASIC MANUAL AND TWO NEW ADVANCED MANUALS ARE "GOLDEN OPPORTUNITIES FOR GROWTH."*

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plore every opportunity for growth available in Toastmasters.

2. Introduce our excellent educational programs to as many people as possible. I hope to use my connection with the science and engineering professions to attract the scientific community to Toastmasters.

**TM:** What challenges face you as President?

**LATIN:** One of my greatest challenges will be to capture the momentum of an improving world economy and match it with the momentum developed by my predecessors. If successful, we will have a great year of growth. Member retention also remains a great challenge that can be met through effective club officer training.

**TM:** What do you believe are the responsibilities of each member to our organization and to his or her club?

**LATIN:** Participation and preparation. They simply need to come prepared to participate in the club meeting. If the member is not prepared or fails to participate, everybody else in the club loses.

**TM:** What Toastmasters programs have you found especially helpful in your own personal and professional growth?

**LATIN:** Youth Leadership (YLP) and Speechcraft. It's here that you feel a deep responsibility to represent Toastmasters in the best possible way. These programs force you to be prepared not only as a speaker, but as a teacher. The skills I have learned as a coordinator of YLP or Speechcraft have had direct application to my professional career as a manager and corporate speaker. Some of the greatest feelings of accomplishment come from successfully sponsoring these programs, because you are helping others become "fuller" human beings. As Past President Eddie Dunn would say, "You can experience the power of Toastmasters" here.

**TM:** What new programs and educational materials are available to members this year?

**LATIN:** Our revised basic manual and two new advanced manuals (Technical Presentations and The Professional Salesperson) are now available. These are three "golden" opportunities for

growth. The revised basic manual accelerates the early acquisition of basic skills in speaking. Members can then proceed to the advanced manuals for specialty training in areas of most interest to them personally. The two new advanced manuals complement the seven already available.

**TM:** Why is the Toastmasters program important? What is its purpose? What does it mean to the community and to the world?

**LATIN:** Our founder, Dr. Ralph Smedley, observed that the power to communicate is one of man's greatest endowments. He believed that all civilized life grows out of that ability. If we look closely at his observation, we begin to realize the importance of our Toastmasters program—helping people to develop their ability to communicate.

Society is the beneficiary. The Toastmasters club is an educational opportunity for people to grow in personal self-confidence with resultant positive impact on the growth of all civilized life.

**TM:** What plans do you have to gain publicity for Toastmasters? Do you feel media coverage is important? Why or why not?

**LATIN:** My connection with the engineering world affords me the opportunity to speak to many technical societies each year. I plan to make use of my Toastmasters office of International President as a key point in introducing my audience to our educational programs. This is important because many technically-oriented people avoid the opportunity to speak in front of groups of people. Also, speaking for Rockwell offers many opportunities to get in front of civic, management and university audiences. These will supplement my district visitations and corporate visits.

Media coverage is important. It takes only a few words about the effectiveness of our Toastmasters program to capture the interest of newspaper readers or radio listeners—this will enhance the growth of our organization every time.

**TM:** Have you any plans to promote membership overseas?

**LATIN:** Yes, my employer is an international organization with operations in

24 countries. I hope to introduce Toastmasters through the normal corporate publications and business contacts. In my travels internationally in the past, I found effective use of our programs and a close adherence to the Smedley Standard of Excellence. I plan to build on this solid foundation and encourage our members overseas to make a special effort to create additional opportunities for growth.

**TM:** Is international growth important? Why or why not?

**LATIN:** It's important for Toastmasters and important for the world. International growth develops an important dimension in the Toastmasters structure of learning and leadership. As I mentioned before, improved communications advances all civilized life. As space technology takes hold, the need for proper expression of ideas and understanding of other cultures is more important than ever before.

**TM:** What are the special challenges posed to us as an international organization? How can we overcome them?

**LATIN:** Toastmasters is an English-speaking organization for the most part, with limited educational materials in two other languages. Our desire is to serve more people in many countries; however, we know from our close cooperation with international service organizations that it takes a greater membership base than our present 110,000 members to expand our operations into other languages. As our base increases we will make careful assessments, as we have in the past, of all opportunities for growth.

Also, transfer of international funds is a challenge when some national policies restrict the flow of club dues to World Headquarters. Our experience has shown that this type of restriction is temporary and special arrangements can be made with local banks to handle dues payments.

**TM:** What special challenges face you as President of an international organization?

**LATIN:** My personal challenge is to encourage our district leadership to stress the importance of creating a proper environment for learning in each Toastmasters club. A good club creates the proper growth opportunities for its members. A club's environment is created by its leaders. Well-trained club officers should be a top priority item for each district.

**TM:** What are your thoughts on strengthening the cohesiveness of clubs scattered throughout the world? How can we make our members in South Africa, for example, feel related to members in North Dakota?

**LATIN:** I feel very comfortable with our cohesiveness today. I base that feeling on my prior travels around the world. A Toastmaster from Europe or the Far East will always be greeted with warmth and genuine sharing in clubs in Australia, Canada or the United States, or any nation where we operate. And, vice versa. All Toastmasters treat each other as special people—it shows at the International Convention.

**TM:** How would you advise clubs and individual members to promote Toastmasters?

**LATIN:** Simply, invite as many guests to as many well-run meetings as possible. Speechcraft is a sure winner, also.

**TM:** As President, you will be visiting many districts this year. What do you hope to accomplish through these visits?

- LATIN:**
1. Personal contact with the district leadership to develop a better understanding of their challenges.
  2. Share enthusiasm with individual Toastmasters about our programs.
  3. Spread the excitement about our new manuals.
  4. Offer guidance when needed and listen for suggestions for improvement.

5. Introduce our programs to as many people as possible.

**TM:** What message will you try to get across?


**LATIN:** Toastmasters offers the best opportunities for growth, personally and professionally, through use of our programs.

**TM:** How will you address the issue of club and member retention?

**LATIN:** Stress the elements of an excellent club:

1. Good club programming
2. Speeches from the manual
3. Effective evaluations
4. Meeting member needs
5. Weekly meetings
6. Club bulletin

**TM:** What do you see in Toastmasters' future?

**LATIN:** Continued growth towards our next major goals of 200,000 members in 10,000 clubs. This will only be possible if we continue to serve our present membership with effective use of our programs. Our goal as Toastmasters is to become better communicators which in turn makes us better family members, employees, managers and citizens. 

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**F**or many years now, in the world of business, we have been bombarded with information and courses on how to evaluate and select staff. It has become automatic to assess the skills of subordinates, and encourage training to improve weak areas.

Nevertheless, we often have mental blocks when it comes to turning this particular spotlight on ourselves. Maybe the modesty that society expects of us prevents us from clearly recognizing what we do well. Maybe we do not like to admit, even to ourselves, that there are some things we just do not seem able to master.

This gap between the way we look at others and the way we see ourselves can be bridged. Evaluating ourselves with at least some measure of objectivity can be sobering, but it can also be very rewarding. Let's see how we can use this technique to improve our effectiveness, gain promotions, or simply satisfy long-held desires.

#### Five Steps

The first step is so difficult that many never take it—it is to realize that the only thing holding you where you are now is yourself. Heard that before? As I say to a new Toastmaster,



# STAR SEARCH: Discover Your Own Talents

by Peter Crabtree, DTM

“The hardest decision you made was to walk in the door and join our club. From here on, giving the icebreaker, the speech with gestures and chairing the meeting just get easier.” So, take heart; once you realize that you are not stuck with your present level of ability, you are on the way.

The second step is to assess the skills you have. Look at the full range of management, technical and social skills, and rate each one according to the extent you have developed it—high, medium or low.

- How effectively do you manage your time and your energy?
- Can you cope with stress?
- Are you comfortable making decisions?
- Are you a good listener and com-

municator both in conversation and before an audience? (You probably joined Toastmasters because you wanted to improve.)

- Do you use the experts around you for help?
- Can you delegate? Do you give subordinates authority to match their responsibilities?
- Are you a motivator, able to persuade others to work with you for a common goal?
- Is your paperwork controlled?
- Do you have a good memory?
- Are you an effective planner, clearly able to see the forest for the trees and to set priorities?
- Can you concentrate on the job in hand?
- How well can you write letters, reports and articles?

- Do you feel comfortable taking responsibility for the funds of a small organization?

Before reading any further, mark each skill as high (H), medium (M) or low (L) for yourself. This is not a numbers game, so be honest in your assessment.

The third step is to analyze what all this means. Notice that I asked you to rate skills according to the extent you *have developed them*. I did that to emphasize that you are not born with skills, as you are with blue eyes or black hair. You control how much of each skill you possess by the interest you have and the effort you put into improving it. Nor is a skill like a certificate recognizing achievement, that you keep once you have earned it; on the contrary, a skill is lost fairly quick-



ly if it is not used. As Toastmasters, we know how hard it is to give a speech after a break of six months.

In your analysis, consider first the skills you have marked "H." These are the ones you really enjoy using—there's no apparent effort involved, and you are nearly always successful when applying them (if this is not true, you may have assessed a skill too highly).

#### **Actively Use Skills**

Now ask yourself: "Does my job make full use of all these skills?" If the answer is yes, you are probably in the right place. If the answer is no maybe you are only using your "H" skills in activities outside work or maybe you are slowly losing them altogether. Either way, look for opportunities to use and develop them in your work—

will encourage you to call subordinates into your office and to delegate chosen tasks.

You will have started the process of improving your delegating skills, and your subordinates will grow through added responsibility.

#### **Take Courses**

Other skills cannot be mastered without considerable training. Oral and written communication, financial accounting and planning fall into this category. Learning these skills usually requires enrollment in courses or seminars, and significant time commitment. The Toastmasters program requires a minimum of two to three years to complete the basic and advanced manuals before you can consider yourself an experienced speaker.

If you have come to the conclusion


For example, learning to impart information or to listen more effectively are self-disciplinary skills, and if you are determined enough they can be improved quickly. On the other hand, activating others and decision-making are skills dependent on your understanding people and responding to feedback; these skills will take considerably longer to develop or improve. When the time needed to reach an overall goal is long, it is wise to set intermediate goals or milestones. We all need a means for frequent recognition that we are "on track."

Inherent in the fourth step of goal-setting is the need to seek opportunities to do tasks that will enable you to reach your goal. If you wish to learn how to delegate, it is not enough to take a one-day course. Skills are obtained through a combination of knowledge and practice, mostly practice. You will therefore look for situations where you can practice the techniques you have read or been taught. You will actively put your knowledge to good use. And you will seek feedback from people around you—subordinates, peers or seniors, who are in a position to evaluate what you are trying to do.

#### **Monitor Progress**

The fifth and final step is to monitor progress. Ask yourself: "Am I reaching my goals? Were my goals realistic? Am I on schedule? Are changes in direction necessary?" It's very easy to let yourself wander off your goal and on to a tangent. It's very easy to give up in frustration if the goal appears unattainable.

The review process in this situation is the same as you would use if you were manufacturing and marketing a new product, making a movie, or building your home. Doesn't it make sense to apply this tried and tested technique to your own career?

The five steps to recognizing and developing your skills are based on the realization that skills can be learned. Once you have identified which skill is to be the target of your efforts, go after it with all your energy and commitment. Many well known personalities in the fields of sports and public speaking have done just that. As the pointing finger says, "It depends on YOU." 

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## *EVALUATING OURSELVES WITH SOME MEASURE OF OBJECTIVITY CAN BE SOBERING, BUT IT CAN ALSO BE VERY REWARDING.*

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for example, let your boss know you are an effective speaker and are willing to talk about your company's activities to the public. Normally, a willingness to do more will receive praise and ultimately a promotion from your boss, but if it doesn't you may want to seek fresh pastures.

Next, consider the skills you have marked "M." You have probably marked a majority of the skills listed this way. Ask yourself: "Does my job require me to use any of these "M" skills more than I feel comfortable with? Could I do my job better if I developed any of them to a greater degree? Would I be a better person if I could, for example, listen or write more effectively?"

If the answer to any of these questions is yes, then decide what you will do to improve. The range of options runs all the way from mentally controlling your own actions to taking extensive training programs.

Let's look at a specific case. Suppose you analyze that the reason why your day is always so rushed and you end up taking work home, is that you find it hard to delegate work to others. You can correct this situation by making a detailed checklist of what you are doing in a day, mark those tasks that cannot under any circumstances be done by anyone else, and then allocate the other tasks to subordinates. This

that your lack of understanding of cost control, budgeting and other financial procedures is holding you back, look around for the training course that can fill your gap. Make that essential commitment of time. Go all out for the extra skill, even though you may need several years to obtain it.

Then there are the skills you have marked "L." Ask yourself: "Can I do my present job and the one I am aspiring to, without developing these skills any further?" If the answer is yes, then you can leave them alone. If the answer is no, you should go through the same steps as you did for your medium skills—self train, or seek outside help in order to bring the low skill up at least to a medium level.

Remember always, when considering a time investment for upgrading skills, to balance that investment against the benefits you anticipate. The more skills you can gain for the least time used, the richer you will become in every sense. Time cannot be borrowed, bought or recycled—only spent.

#### **Set Priorities**

When you have finished the analysis of your skills and decided where improvements are to be made, the fourth step in our process is to set priorities, goals and a timetable. In some cases, the goals are achievable in a short period; in other cases, several years may be required.

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# A Pet Peeve Alphabet

by Barbara R. DuBois



**W**hen a student finally challenged my claim to 686 pet peeves about language usage, I said, "How about 26, one for each letter of the alphabet?" She didn't believe that either, but here they are. Please understand that the *pet* is as important as the *peeve*; if people never made mistakes, I'd be out of work as an English instructor. My peeves are more fun than bother.

To start with the letter **A**, I'll start with *a*: You wouldn't think I could complain about one little letter, but people seem to be forgetting that American English uses *a* before a word starting with a consonant, but *an* before a word starting with a vowel.

The opposite trouble occurs with words starting with *h*: in America we say *a* hula hoop, not *an* hula hoop. We use *an* before a silent *h*: an honest job, an honorable person. So when someone uses *an* historic event, he's using British English.

With acronyms, the test is speech also: If you read HRL as initials, you say *an* HRL project, but if you read it as words, you say *a* Health Laboratory project. With words starting with *u* or *a*

*u* sound, use *an* before the vowel sound, *an* undertaking, but *a* before a consonant sound, *a* university, *a* eulogy.



For **B**, one peeve is about *between*; we don't have trouble with *between* and *among* but I hear the wrong conjunction used with *between*. You should use *and*: *between* this *and* that, not *between* this *or* that. Another **B** is in *both*: use *both* this *and* that, not *both* this *as well as* that.

Another **B** is *bad*: use *badly* with a verb like *do*; for example, if you say she wants a job so *bad* that she will take anything, you are saying that she wants a bad job. Say correctly she wants a job so badly that she will take anything. But if you use the verb *feel*, use *bad*; it's like *feel* sad, *feel* unhappy, *feel* blue (try *blue*; could you say you *feel* blue?).

For **C**, I can't decide; I could tell you about *case*. People are afraid to use *me* and *my*: I heard a broker say, "Twist Joe and I's arms and we'll take your money." Use *my* for possessive and *me* for the object of a verb or preposition. *I* is only right as a subject; it isn't more elegant.

Or I could complain about clichés, worn-out phrases or expressions. Some of my favorites are “a ballpark figure,” “the whole ball of wax,” “a piece of cake,” “the frosting on the cake,” “the other side of the coin,” “hue and cry,” “touch base,” “shadow of a doubt.” When I list these, someone says, “They drive me up the wall.”

Or I could complain about “criteria” used as a singular. The singular is “criterion” like “phenomenon.” The plural is “criteria” like “phenomena.”

Or I could talk about comparisons that are incomplete: “Boys like chocolate more than girls.” Does that mean that boys like chocolate more than girls do? Or that boys like chocolate more than they like girls?

But I have the most fun with completeness, so that’s what I’ll talk about. People try to be concise and they leave out essential words. You know the warning on plastic bags, “Keep away from babies and children.” W.C. Fields would have liked that.

Then there’s the letter I have from Boston that tells me to complete the form and return with my check in the envelope. That sounds like a hard trip. A memo tells me to check classified repositories before turning in. That assumes a dedicated employee who works till he drops, or an employee about to take a nap.

Composition students try to turn recipes into essays and tell me to stand overnight in the refrigerator. Or to shake vigorously while holding the cap. Or to return to the oven. Or to turn into a loaf pan. What am I, a magician? I guess so; I’m always being told to turn my report into the office.



**D** is for *do*. This is a lovely substitute word, but people forget to make clear what it substitutes for, and I hear for example, “If you want to be enlightened, it does.” Does that mean that it wants to be enlightened, or that it is enlightened? No, the speaker meant that it enlightens you.

Someone said, “We’ve heard nothing yet; if we do, we’ll let you know.” That says that we’ll let you know if we hear nothing. “If the county fails to come up with a plan, the state does” says that the state fails too. A mistake that makes everyone laugh is, “Don’t worry about thieves stealing your uninsured packages; let the postal service do it for you.”



**E** is for *e*. People seem not to see the difference between *breath* and *breathe*, *cloth* and *clothe*, *choral* and *chorale*; but *moral* and *morale* are more serious. There’s a story about a secretary who wrote that the director wanted to boost the moral of the employees, and the director said that he could work on the morale, but wouldn’t attempt the other.



**F** is for *fewer*. Commercials annoy me with *less* calories, when they should say *fewer*. This pair is like *amount* and *number*—use *amount* and *less* with singular, *number* and *fewer* with plural: less money, fewer coins; less currency, fewer dollars. This follows more taxes, of course. Then there’s the misunderstanding about *fiscal*: People ask me, “When does the physical year end these days?”



**G** is for *good* that should be *well*. I had to write to Ford Motor Company to get them to stop having Bill Cosby say that the engine was good-built. Now Homer Formsby needs a letter. No one knows wood as good as Homer. And there’s the Arrow shirt ad: It looks good, it feels good, it fits good.

But we hear this bad *good* mostly from sports figures; I have heard only one coach use *well*. When asked, “How is the team doing?” he replied, “Pretty well” instead of “Pretty good,” which all the other coaches say. Next thing I heard, he was fired.



**H** is for homonyms, words that sound alike: pear, the fruit, and pair, meaning two and pare, meaning peel. These are wonderful fun, but trouble too. Some are hard to believe, like prism and prison, till you realize that we Americans do not enunciate. My new favorite is addict/attic: My addict is full of antiques because I’m a nostalgia attic.



**I** is for *individual*. This word is just too long and stuffy. Use *person* for one, and *people* for more than one. If too many words give us wordiness, can too many letters in a word give us letteriness? The way it works is that one long word like *individual* grows into several words, and we have wordiness: each and every individual person!



**J** is for jargon. Jargon is a language peculiar to an occupation. These words are like clichés and fads. *Scenario* and *interface* are popular now. Our son in Ecuador tells me they like *sector* as much as we do. My field (pardon me, *sector*) uses educationese: *motivation* has become familiar to us all, but *tagmemic* and *heuristic* remain mystifying.



**K** is for money. We have such controversy about whether the *k* is a capital in writing, and they now tell me that *kb* means kilobucks. But I have decided not to worry about it anymore because we won’t be talking about thousands of dollars much longer, only millions and billions.



**L** is for the *like/as* problem—it is purely mechanical: *like* is a preposition and takes an object, *as* is a conjunction and takes a verb. Say, “Act like me” or “Act as I do.” People who try too hard misuse *as*. They say, “As every employee, she enjoys recognition.” They should say, “Like every employee, she enjoys recognition” or “As every employee does, she enjoys recognition.”

Another **L** peeve is the *l* in *al* added incorrectly to words: *classic* means the best of its kind, but *classical* means the Latin and Greek periods or music of the 18th century or the opposite of pop. So if you have a car, it may be classic; they didn’t have cars in classical days, only chariots.



**M** is for *media*, which is plural: radio, television, newspapers, magazines. When the commentator said, "She is considered an ace reporter by the media itself," he was either ignorant or self-centered. He should have said "by the medium itself" or "by television itself"; he certainly didn't mean "by the media themselves."

Speaking of *self, myself* is much abused, used instead of *me* or *I*. When the speaker says, "This is a pleasure for my wife and myself," he should say "for my wife and me" or "for me and my wife" or "for us."

**M** is also for modification, especially dangling modifiers, like "Divided into three levels, I really enjoy my garden" and "After a month on the ground, the FAA is ready to release the plane" or "First imported for use in pregnancy tests, scientists later found that fish were good at eating mosquitoes."



**N** is for the nouns that we use as adjectives, especially *fun*, as in "We had a fun time." We don't mean a funny time or even an amusing time, but we can say merely, "We had fun." When I hold forth on this in class, a student usually tells me as she leaves that it was a fun class.



**O** is for order, word order, which is like modification of course. "I took a picture of the Golden Gate bridge flying into San Francisco International Airport" is fun, and "She says she is coming home in her first letter" (she must be from Boston). Will you promise never to put off until tomorrow what you should do today again?

A store sign says, "This is a good place to shop for women and girls." A photo caption says, "The rider was injured when thrown by a horse over the weekend." Hope it wasn't a long weekend. Everyone's favorite is "He ran downstairs to put out the fire in his pajamas."



**P** is for prepositions. Every day brings me a new unidiomatic example for my collection. For example, "There was a tremendous response of our first offer" should use *to* our first offer. "The car will soon be in the market" should use *on* the market. *We* may be *in* the market. "This was the direct result to the chemical dumping" should use *of* the chemical dumping.

Remember that it is acceptable to end a sentence with a preposition; forget the old spouses' tale and listen to Winston Churchill, who said the rule is "arrant pedantry up with which I will not put." Then there's the woman who was going to complain to the postal service, in for whom she had it.



**Q** is for the silly confusion between *quiet* and *quite*, which aren't true homonyms, but do tend to be exchanged. Another **Q** peeve is *quote* instead of *quotation*. I may have to give up on this one because I find it even in my textbooks. But I think *quote* is the verb and *quotation* is the noun. Using *quote* as the noun sounds to me like "I got an invite" or "She performed a recite."



**R** is for rhetoric, which used to be a good word, originally meaning "the art of persuasion." When I teach writing, I'm teaching the various patterns that enable writers to persuade readers. I'm sorry rhetoric now means "the party line" or "insincere, exaggerated expression."

My bumper sticker, which came with a textbook, says, "Support your local rhetorician." I had forgotten I had it, when during an election campaign, my daughter asked me what rhetoric is. I told her, "Oh, rhetoric is terrible, insincere, dishonest language that politicians use to mislead us." She said, "Why do you have it on your bumper sticker?" Even I had forgotten the good meaning.

**S** is for saving, as in daylight saving time. It is the saving of daylight. When

we talk about a saving, it is singular, not savings. We effect an energy saving, not savings. We may have plural savings, but not with the singular article *a* or *an*.

But do add *s* when you should. Don't call someone a plastic man; that means he's spineless; call him a plastics man. Don't announce the visit of a metric expert if a metrics expert is to speak.



**T** is for typos. My latest favorites are demonlition for demolition, ultraviolet, celebrate for calibrate, stains and stresses for strains and stresses, guns and resins for gums and resins and the marital arts (Karate). Nothing as bad as my old favorite from a grocery ad, green garbage instead of cabbage.

Another **T** peeve is "the tip of the iceberg," my favorite cliché. I find it somewhere about once a day. Metric tools, for example, are only the tip of the metric iceberg. Richard Threlkeld, a television newsman, noticed it too and when he told about the iceberg that was loose farther south than usual, 34 miles long by 28 miles wide, he said, "And that's just the tip of the iceberg!" I heard one speaker become too embarrassed to use the cliché when he felt it coming on; he changed it to "a small part of an iceberg."



**U** is for *unique*, which means "one of a kind" and so should not have a "very" or "most" with it. It is part of the *absolute* family: *perfect, complete, dead*. For example, take *round*: something is either round or not; it can't be rounder. It can be square or not square, but not more square. At this point in this lecture, a student usually pipes up, "You ought to know!"

**U** is also for *up*. We can end up, warm up, wind up, meet up, firm up, head up; one speaker even mentioned rising up in the morning! That sounds like a revolution. Of course, all we need is end the conversation, warm the dinner, wind the clock, meet a friend, head the committee, rise in the morning. One good *up*, though, refers to computers. I just heard of my first *up* computer; I had always before heard only of *down* ones.

Continued on Page 14

# Wat Appened to te Letter Haich?

by Hank Lajoie, ATM

As I sat through a warm and *yoomid* day, pondering the difficulties of *yooman* survival during periods of hot, sultry weather, listening to local TV weather-persons expounding on the causes and probable duration of the high *yoomidity*, I was struck with the realization that the letter *H* had disappeared from some of our words.

When Winston Churchill referred to "an 'istoric event," it was viewed not as a transgression against proper pronunciation, but merely as an accepted British idiosyncrasy imposed upon the language by royalty, and commonly accepted in England as "the King's English."

That the practice has become so common with *American* speakers, however, can't be so easily excused. It is my purpose to expose the folly of something commonly referred to as *common usage* in the English language and, specifically, its impact on the eighth letter of the alphabet. I view the common usage phenomenon as a lame excuse for poor language use and sloppy articulation.

Some of my colleagues in education admit that in the case of the letter *H*, some people drop it from a word because it sounds "impressive." Others maintain that the problem lies not in the letter *H* itself, but in the article preceding it. That is, a speaker will use *an* instead of the proper *a* before a word beginning with *H*—thus the ever-popular, "an 'istoric event."

## Dictionary Solves Dilemma

Dictionaries do not normally fall into a classification that could even remotely be considered casual reading. Pity. It's there that the dilemma of the *H* is resolved. It's in Webster's *New Twentieth Century Dictionary of the English Language* that one will find in the second listing under *H*:

*H*. the sound of *H* or *h*, phonetically a rough breathing (aspirate): in English, a glottal fricative in which the glottis gradually narrows toward the position for voicing the following vowel while the tongue and lips assume the position for articulating it; in

many words originally from French, as *honor*, *honest*, initial *h* is silent.

When silent, as in *honor*, the definition shows the first syllable spelling as *on*. When not silent, as in *historic*, the first syllable spelling includes the letter *h*. It would seem that, from this, there should be little doubt about its proper use in speech. Alas, such is not the case.

When I was a young man, one of my high school teachers in Woonsocket, Rhode Island, referred to my speech pattern as *Bostadian*—a blend of Bostonian and Canadian-French. She, unlike me, was a language purist and instilled in me a desire to speak the language as intended by Noah Webster. Though criticized for his original work by his English contemporaries, Noah Webster has long been accepted as the American authority on the English language.

## Regional Accents Hinder *H*

Since I was raised in the Salem-Peabody areas of Massachusetts, the son of French-Canadian parents, my speech was an interesting combination of the two unique accents. In working to improve my speech, the letter *H* gave me the greatest difficulty. In the French-Canadian accent, the *H* is often heard when it shouldn't be, and isn't heard when it should be. After many months of reading aloud, paying careful attention to *H*, I finally overcame that concern.

Therefore, I find myself involuntarily cringing when I hear the current abuses of the letter *H*. The very things for which I was chastised years ago are now too-common utterances by guest speakers, journalists, sportscasters and (heaven forbid) Toastmasters.

Furthermore, I experience a gut-wrenching panic when I think that through common usage, this despicable practice (sorry about the evident bias) will require further editing of dictionaries to show such pronunciations as *istorical*, *yooman*, *yoomor*, *yoomid* and others.


It was bad enough to hear an accom-

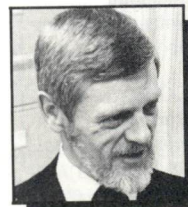
plished Toastmaster refer to us as members of the *yooman race*, but when a well-known sportscaster announced that the *Yooston Oilers* failed to qualify for a playoff berth, I cried. Not that I'm a Houston Oilers fan, mind you, it was *Yooston* that got to me. Old Sam Houston himself would have been hurt, I'm sure.

## Our Obligation

As Toastmasters, we owe several obligations to our audiences. Surely, foremost among them is our proper use of the language. The very fact that we stand at the lectern tends to give us a degree of credibility and integrity which is justifiable, unless we do or say something that tends to indicate that we don't deserve it.

In order to meet that obligation of proper language, it's incumbent on Toastmasters to reject those things that sound acceptable because we hear them so often, and work towards what is (and always has been) the proper pronunciation of the words in the language.

Perhaps the abuse of the letter *H* is not that significant to many of us. Surely, the abuses are so common as to seem acceptable and, therefore, could be too great a problem to attempt to resolve. Then again, if we who are engaged in the pursuit of effective speech communication don't at least *try* to initiate the needed changes, who should? Indeed, who will? 



**Hank Lajoie, ATM**, a member of Utica Toastmasters Club 3703-65 in Utica, New York, is an Assistant Professor of Public Relations at Utica College of Syracuse University, New York, and the college's 1978-1981 Director of Public Relations. He is also President of Communicator Associates, Inc., Creative Communications Consultants, Oriskany, New York.



V is for verbs made from nouns. For example, we *target* something new every day, and we ask, "Which part of the program does this budget cut *impact*?" And V is for *verbal*, when people think it means *spoken*. *Verbal* means "with words." If you mean "a battle with words instead of fists or weapons," *verbal* is correct, but if you mean that you left spoken and written instructions, *verbal* may mean either. If you mean *spoken*, say *spoken* or *oral*.



W is for *worth*, which is used backwards now. For example, I hear, "All your trouble was worth it" instead of "It was worth all your trouble." And W is for wrong words, which are the most fun to collect: "The Lord Mayor looked grand in his robes and refinery. The railroad needs more capital to keep from going downhill." Have you heard

of the dictionary, "Miriam Webster's?" or a geranium diode? or a Ruby Goldberg approach?



X is for *x-ray* because everyone has a different rule about its capitals and hyphens.



Y is for—you know you'd be disappointed if I didn't complain about "you know." I can stand an occasional instance, because it's just another way of saying "of course" and telling the listener that you know he knows, but I don't like it in every sentence.

Worse than "you know" is the impersonal "you" that is gaining popularity because we think the impersonal "one" is stuffy. For example, "I had a pain in the neck, the kind you get when you listen to a speaker too long." Or did you hear Crippen, the space shuttler:

"Going backwards upside-down doesn't bother you at all." Oh?



Z is for *zip* and *zilch*. I prefer good old zero or nothing.

Now I'd like to start all over and share my favorite things in life, but I haven't compiled a whole alphabet of them yet, so here are only three: A is for an attentive audience, E is for erasable ink and Y is for all of you who care about language. 🗣️



**Barbara R. DuBois**, a member of El Club Toastmasters Amistad y Cultura 2113-23 in Los Alamos, New Mexico, has served as that club's educational vice president and secretary. As head of the University of New Mexico's Los Alamos Branch Humanities Division, she teaches freshman and sophomore English composition and literature courses and gives refresher writing courses to Los Alamos National Laboratory personnel.

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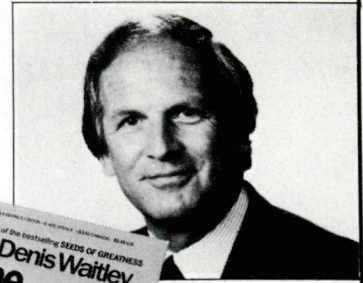
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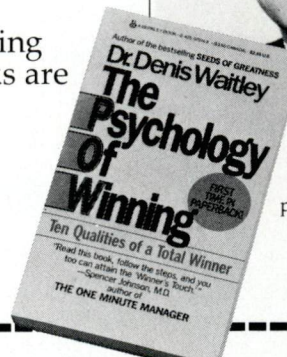
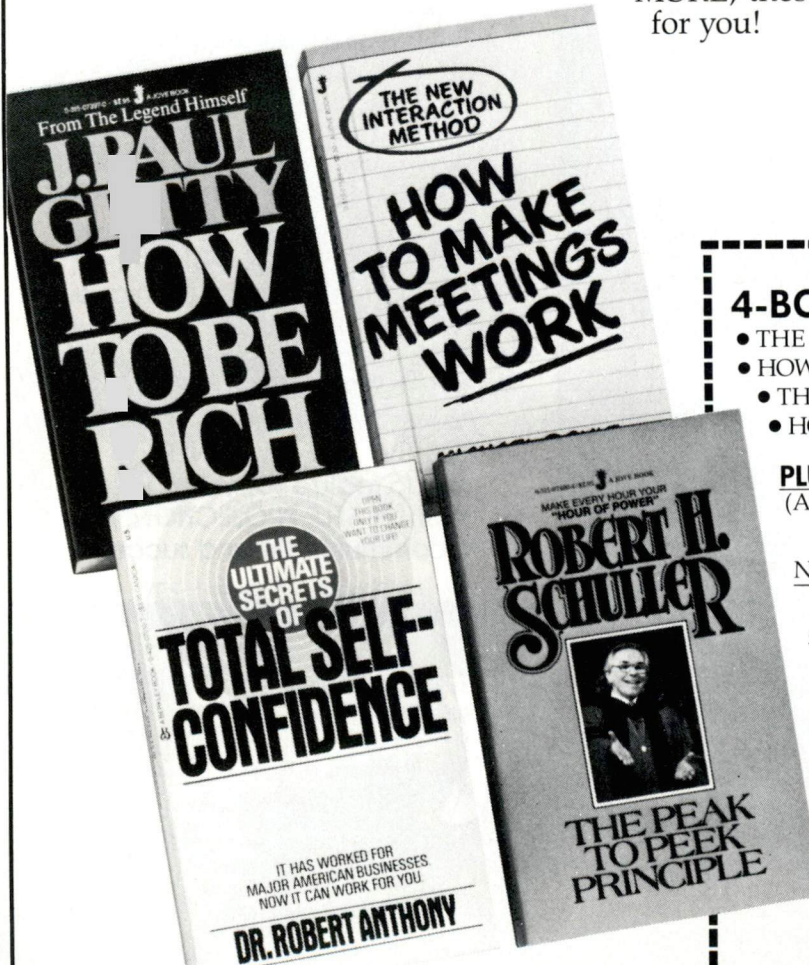
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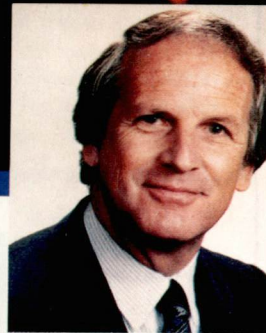
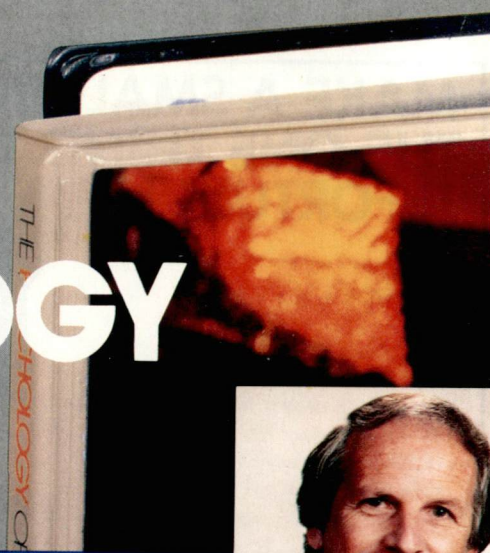
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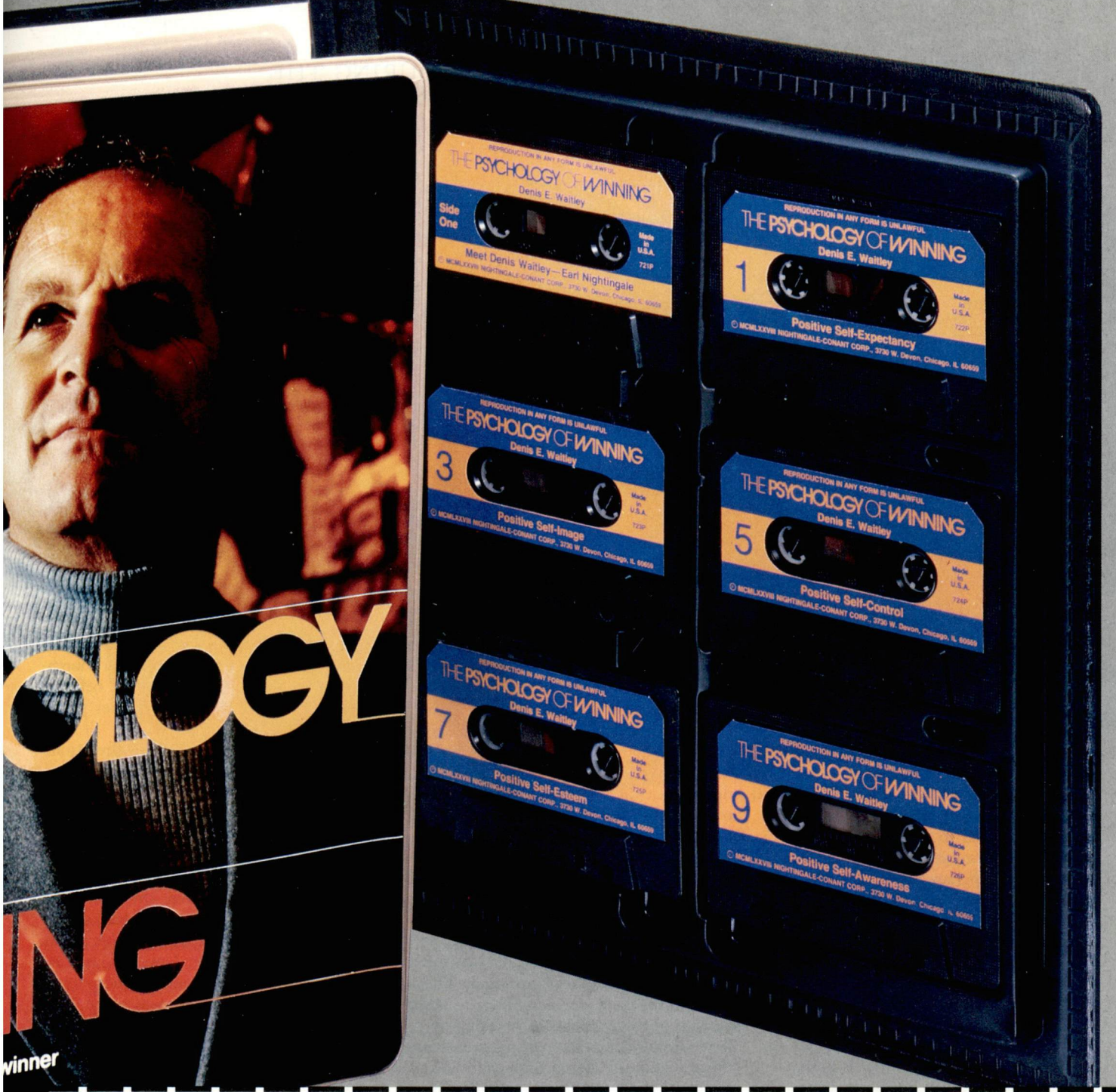
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MANY LESSONS WERE LEARNED DURING THE  
VIETNAM WAR. ONE OFFICER EVEN LEARNED  
ABOUT PUBLIC SPEAKING, FROM THE  
TOASTMASTER GENERAL OF THE U.S.

# The Toastmaster General of Fire Base Mahone

by Doug Detlie

**T**he following is a true story about how—under the worst imaginable conditions—a true Toastmaster kept a potentially hostile audience entertained to the point where it begged him not to stop. The lessons I learned over 14 years ago, from the man President Harry Truman dubbed “The Toastmaster General of the United States,” are commended to anyone intent on perfecting techniques for entertaining, informing or persuading a live audience. They are lessons as pertinent today as they were during Vietnam’s monsoon season of 1969 when George Jessel came to speak to my battalion.

## THE STORY

To the United States soldiers of the Second Battalion, 28th Infantry, fire base Mahone was somewhat a home away from home during the summer of 1969. It was a small circular quagmire (not quite two football fields in diameter) located on the Saigon River. It was at Mahone that 71-year-old George Jessel demonstrated to me (a 34-year-old battalion commander) and 200 or so bedraggled infantrymen, that he was unquestionably deserving of the Toastmaster General title which had been bestowed on him earlier by President Truman. (Later he received a special award from Toastmasters, at the 1978 International Convention.)

The infantrymen, in their late teens and early 20s, who were based at Mahone followed a more or less predictable routine which was analogous in some ways to shift work. They would begin their “shift” by making an assault

helicopter landing in the jungle surrounding the fire base, patrol during the day and lie in ambush at night (for periods of three to ten days).

Then they’d return to the base for a 24- to 36-hour stand-down, a period which most of the men spent bathing, drying out their feet, eating hot meals, reading and writing letters and sleeping under dry poncho liners (when they were not manning the fetid fighting bunkers). Then they were inserted into the jungle for another shift of combating the environment, Vietcong and, sometimes, North Vietnamese regulars.

The stand-down, for the reasons stated, was important to those men. They counted on it. It was perceived by them as part of their “contract.” They objected with vociferous vehemence to anything which interfered with their infrequent but, nevertheless, meticulously programmed self-indulgences within the relative security of Mahone.

Therefore, when I received the directive from my higher headquarters to “provide the largest possible audience” for George Jessel’s visit to Mahone (under the auspices of the U.S.O.), I accepted the orders with an enthusiasm normally attendant to scheduling root canal work.

## A Bad Day

The day of Jessel’s scheduled arrival got off to a particularly bad start. In addition to the incessant rain, two men from the reconnaissance platoon had been killed in an early morning ambush on the river, and we were having trouble recovering their bodies. The company of men which was supposed to be

flown into Mahone for its 24-hour stand-down was ordered to begin marching in at 1 a.m. because its lift helicopters had been diverted to a higher priority mission.

Another company of men, already in Mahone, was ordered to return to the jungle 12 hours earlier than had been previously announced. So the battalion’s morale was at a nadir, and the men still didn’t know that George Jessel was scheduled to arrive in a matter of hours.

As the day progressed, the rain increased to the point where I had some doubt about whether a helicopter could make it into Mahone. Nevertheless, at 11 a.m. we put a makeshift canopy over the flatbed trailer which was to be Jessel’s stage and I gave the alert to have the troops assemble in front of the stage on order. The moans and groans of reaction were audible throughout the fire base, and the radio acknowledgment from the company commander whose company had been on the march for 10 hours is best not repeated.

At that point I was certain of only one thing: If Jessel did make it in, his audience would be wet, tired, hungry and clamoring for the mail call which I’d ordered to be delayed until after his performance. There was no doubt in my mind that Jessel had his work cut out for him.

## A Shaky Arrival

When Jessel’s helicopter was five minutes short of landing, the rain lifted almost as if on cue. The dual-rotored Chinook cargo ship lumbered onto our landing pad at high noon, the tail ramp was lowered and a tremulous, ashen-fac-



George Jessel (center) with the author, Doug Detlie (right), and another soldier at fire base Mahone, Vietnam.

ed George Jessel emerged, leaning heavily on the shoulder of a very young, beautiful woman.

He mumbled something about requiring a place to lie down, so an administrative tent was cleared immediately, a canvas cot was set up and one of Jessel's two young female companions made a pillow of her lap for him. The other young lady opened a bottle of cognac which she had stored in a zippered athletic bag.

To exacerbate the situation, the rain began to lash out again with real monsoon force. Nevertheless, an undaunted special services officer who accompanied Jessel jumped onto the stage, made an ultrabrief introduction and the show began—with the microphone going out.

No problem! The Toastmaster General hit the stage steps with vigor that *had* to stir the men who were sprawled in the mud before and below him. He didn't need a microphone. His diction and enunciation were flawless. His 20-minute monologue, tailored by extempo-

rization, was a classic demonstration of how to relate to one's audience.

Moments earlier his exhausted, soaked and dispirited viewers couldn't distinguish between Jessel and Genghis Khan. But he wasn't on stage three minutes before he had established a direct wavelength which effectively bridged the generation gap between him and his captive audience. And the harder it rained, the more enthused he became and the louder his captivated audience whistled, hollered, laughed and cheered.

When he went to one knee and drew from deep inside himself 10 minutes' worth of Al Jolson's best, the troops stumbled to their feet. They couldn't get enough. Bob Hope's Christmas extravaganzas, for the moment, paled in comparison. The Toastmaster General was in his medium. The troops howled for more and he responded with banter and barbs which were too timely to have been preplanned.

It was with genuine regret, therefore, that I finally took the stage and insisted that Jessel and his entourage reboard the helicopter and fly out before the rain

made it impossible. Not unexpectedly, I was greeted with boos. The troops were not about to say goodbye to a man who, while two generations removed, had subtly become one of them.

While the entertainer's troupe was loading up, I asked the special services officer whether he grew weary of listening to the same routine, fire base after fire base (I couldn't imagine Jessel structuring something new each time he took to the field). But the answer was no. Apparently Jessel didn't structure his monologue or choose his act until he received the "vibes" from his audience. Then he would structure extemporaneously his presentation by piecing together appropriate blocks of material from his comprehensive repertoire.

In any event, whatever his technique, George Jessel clambered aboard the Chinook and left behind at least one man who was impressed sufficiently to be able to recall with reasonable clarity that rain-swept day nearly 15 years ago, when George Jessel was Toastmaster General of fire base Mahone.

#### THE LESSONS LEARNED

1. Study your audience before your address. I'm convinced that Jessel



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studied the hidden personality mechanisms of the Vietnam-era infantryman long before he flew into Mahone. It was at least apparent to me that Jessel somehow knew the infantryman chose not to take himself too seriously and, often as not, found some release in laughing at himself and his conditions.

I believe Jessel was astute enough to recognize that this attitude helped the infantryman make the best of the miserable situations which constituted his day in and day out lot. Consequently, the entertainer used the rain, the bone-numbing fatigue, the delayed mail call, the ubiquitous mud and the ever-menacing cold C-rations and malaria pills to start the men laughing.

That set them up for his perfectly timed scene switch to those in the United States who were unfortunate enough to have been passed by the draft, and in return, for the piece de resistance—his ax-like swings at the draft dodgers. If Jessel had relied on his time-tested night club presentation to energize Mahone's weary warriors, he would have failed just as surely as he would've had he expounded on the purity of pork to a convention of vegetarians.

**2. Establish your credentials and credibility up front.** Before jumping into his opening monologue, Jessel referred

to his experience working with troops in both theaters of World War II, the Korean War, and right there in Vietnam three years earlier. He even mentioned with pride the purple heart he was awarded for suffering shrapnel wounds during a brief mortar attack on one of the bases where he was performing. That caused the troops to sit up and pay attention. After all, here was a man who had, in effect, shared some of their hardships.

Another nice touch was that he wore the military unit crest on his shirt pocket; an act not unlike an office seeker donning a cowboy hat, war bonnet, hard hat, baseball cap or other trappings to better identify with a particular audience. At the very least, it was a good attention-getter with which the troops could identify.

**3. Establish an early two-way communication link.** Jessel's first few one-liners weren't particularly effective. If I'm not mistaken, they dealt with his flight from California to Vietnam. I simply remember groaning to myself when the troops failed to react.

His first laugh came quickly, however, when he made reference to the blowing rain. I could almost see him shifting his mental gears to depart from what was probably a canned monologue in order to reach the troop's sense of humor, which was based in misery. And once he established that invisible channel of communication with his audience, he didn't let go.

The resultant rapport he quickly established was something you could nearly reach out and touch. Jessel's entire demeanor soared when his telepathy was established, and the audience's enthusiasm increased proportionately.

**4. Remain flexible and extemporize if necessary.** Jessel studied his audience before arriving and planned a presentation accordingly. When he stumbled onto his first laugh, he altered his planned presentation and front-loaded with the type of material which drew the first favorable audience reaction (of course, he was there to entertain, so laughter was the cue that he was looking for. If he was trying to persuade or inform, the nodding of heads would have served the same purpose.)

However, Jessel's repertoire undoubtedly already contained one-liners, anecdotes, observations and the like, which merely required a mental sorting through for selection or rejection. Then it was only a matter of sequencing and presenting. But that could be dangerous for speakers who aren't as professional as Jessel, or who are speaking for a purpose other than to entertain. For an outstanding article on extemporaneity,

## ARE YOU GOOD ENOUGH TO BE A PRO?

**Toastmasters' Accredited Speaker Program is now accepting applications for 1985.**

Toastmasters' Accredited Speaker Program is now accepting applications for 1985.

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see Dr. Keith Spicer's "When to Wing It (and When Not To)" in the May 1983 issue of *The Toastmaster*.

**5. Stress the mechanics of diction, enunciation and projection.** We must remember that Jessel was a pro, a man who made his living performing. We're surely better off developing our confidence in our material and delivery by conscientious study and rehearsal.

The point of this lesson is that Jessel's effectiveness was enhanced significantly by his manner of delivery, his adherence to mechanics.

Over the years which separate today from that time at fire base Mahone, I have observed countless Toastmasters in action, from the salaried professional to the tyro who struggles with his or her first Toastmasters presentation. And from that august group George Jessel

springs forth as one-of-a-kind. It will therefore be a real tribute to the deserving Toastmaster General if any one of the lessons which he imparted to me serves to assist you in pursuit of Toastmasters excellence. Good luck in that pursuit. 🎤

**Doug Detlie** was a Toastmaster in Idaho in 1981 and has always been active in public speaking. He was a high level briefer for the U.S. Army and a varsity debater at the U.S. Military Academy (Class of '58). Detlie served three duty tours in Vietnam and one in Korea and retired from active duty in 1979. He is currently involved in private sector training operations in Pocatello, Idaho.

#### LETTERS Continued from Page 4

unread because having so much small white type on a pink background is simply too much eyestrain for most readers. They'll just glance at that intimidating spread and turn the page.

I seem to recall from my studies of magazine design that the use of white type on any light-colored background should be avoided (especially when using a face as small as that in *The Toastmaster*). In the future would it be possible to avoid such unfortunate layout choices?

Bill Johnstone  
Victoria, B.C., Canada

**Editor's Reply:** To my great consternation, what should have been a very enlightening article was ironically difficult to read because of a printing error. The reversed (white) type was **not** planned, but thanks for the letters. I appreciate the concern and apologize for the inconvenience. I hope readers did get past the first page because it was a good article.

#### More on Time Management

The article by Bill Johnson, "Effective Priorities in Management and Life" in the June issue, puts a new light on time management. Main ideas such as "To Do List," "Demands and Interruptions," "The Telephone as a Stumbling Block," etc., are essential for daily living in this day and age.

An important saying, that the road to hell is paved with good intentions, indicates what can happen by not attending to life's priorities.

Since time is a precious commodity for adults as well as young people aspiring to become leaders, it should be

harnessed properly. This article covered all the time-saving avenues in short and simple form. In the beginning there are some frustrations because changing habits is not easy; however, eventually it will become fun and games.

I have practiced a few ideas of time management for a long time, but not to the extent explained in Bill Johnson's article. By practicing his main ideas for two weeks, I have learned to accomplish more in a day and still have some time for family and pleasure. As a result life has been more satisfying.

However, his idea of dental flossing in the car is extending the time management technique too far. If a guru of priorities management is unable to spare a few minutes to do this at home, his "to do" list needs close scrutiny. The same is true for reading a newspaper, which he can read while eating lunch or riding the subway. In addition, busy people have to develop a speed-reading habit to process daily paperwork and important information in lengthy articles. When speed reading is applied to newspaper reading, it only takes a few minutes to digest essential news.

Amir C. Chawla  
Washington, D.C.

#### An Apology

Editor's Note: In the June issue's 1984-85 Officer Candidates nominating committee list (page 20) we inadvertently omitted Loring Dalton's ATM credential. We apologize, Loring.

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# HOW TO...



**Toastmasters Celebrate Canada Day on Parliament Hill**—Canada Day Speech Contest organizer Muriel How, ATM, (at podium) shares national pride with Toastmasters and all Canadians in the nation's capital on Canada Day, July 1. Joining her there are (from left) Michael Donahue representing the Bank of Montreal, a contest donor; contest organizer Peter Crabtree, DTM; and contest winners Daniel Thibault and Derek Johannson.

## Celebrate Patriotism with a Speech Contest

*Each year on July 1, "Canada Day," Canadians celebrate their national pride. This year, some Canadian Toastmasters celebrated the day in a special way, with a celebration of their speaking skills. They organized the first annual Canada Day Speech Contest, open to all Canadians, and met with great encouragement from the Canadian government.*

*Here, Toastmaster Muriel How, ATM, 1983-84 Governor of President's Distinguished District 61, one of the contest's key organizers, tells how they planned the event, in hopes that Toastmasters in other nations may find it useful in organizing such programs for their own patriotic celebrations.*

We wanted to do something to demonstrate our pride as Canadians and as

Toastmasters. What better way than to combine a national holiday with public speaking? The result of our brainstorming was the Canada Day Speech Contest, a suggestion by Peter Crabtree, DTM, and me, which was enthusiastically endorsed by Canadian Toastmasters attending the 1983 International Convention in San Diego, California.

### THE FORMAT

We decided the contest should follow the same general format and rules as standard Toastmasters speech contests, with contestants working their way up through club, area, division and district levels. We distributed a brochure to each of the 400 Toastmasters clubs across

Canada so that they could hold the initial speech contests. We encouraged them to publicize their contests in local media and to solicit the participation of non-Toastmasters. We suggested that they invite at least one local dignitary or official to serve as one of the club-level contest judges.

All speeches were required to run five to seven minutes long and had to cover one of four topics: Proud to Be Canadian; The Great White North; Bears, Beavers and Bilingualism (humorous); This Land Is Our Land. Eight finalists from the district run-offs mailed videotapes of their speeches to me which were then judged in national competition by five experienced, senior Toastmasters.

Two winning contestants, one French and one English, were flown to Ottawa, Ontario, the Canadian capital, to speak on Parliament Hill on Canada Day. The proud Canadian winners were Daniel Thibault of Club Contact 5322-61, Quebec City, Quebec and Derek Johannson of Cross Roads Club 1396-64, Transcona, Manitoba.

## THE PROCESS

### Networking

Any undertaking on a national scale is bound to encounter problems, and we had our share. We advise any group which attempts such a project to be prepared to politick and to call upon members' established professional, social and interpersonal networks. Networking by Toastmasters at all levels was actually the key to our contest's success. Phone calls were placed all over Canada, from Labrador City in the East to Whitehorse in the North, to Prince George in the West and points in between.

### Government Support

We decided to secure the Canadian government's backing for three reasons: to help establish the contest as an annual, official part of the Canada Day national celebration; to help with funding; and to encourage *all* Canadians to participate in the contest.

So in October, 1983, we presented a formal proposal, complete with budget, to the National Canada Day Committee of the Canadian government's Secretary of State, but luck was against us: When the Canada Day Committee met, time ran out and decisions had to be postponed until their next meeting in February, 1984.

I then approached the Canadian Unity Information Office. Interest and support was obvious but it was not until February that their support became official, when they furnished us with 10,000 brochures. Their professionalism made my job easy, since they designed, printed and delivered five colossal boxes of brochures to my office.

The boxes were then trundled up to the Parliament Hill Toastmasters Club 5441-61, Ottawa, which was meeting in the Parliament Building's historic Cabinet Room. After the regular meeting, members rolled up their sleeves, counted brochures, stuffed envelopes, stuck on

labels and exhausted the supply of tape, but in less than two hours the envelopes were ready to go to the presidents of the 400 Canadian Toastmasters clubs.

### Funding

But now we had a different problem—a bill of nearly \$400 to pay for the mailing and no money! We started a series of phone calls and meetings with members of the National Canada Day Committee of the Secretary of State. By the time the meetings took place, they knew about our contest and they decided to grant us \$2000. The next hitch was that the government had no money until the fiscal year, so we still had to wait until mid-April to get the cheque!

Peter and I discovered that \$2000 was not sufficient to cover expenses, including the cost of trophies. This is where networking was invaluable, because we approached contacts at the Bank of Montreal and at Wilderness Tours, the famous white water rafting company along the Ottawa River. They donated the trophies that will be passed on annually to Canada Day Speech Contest winners.

With little time left, we still had no keeper trophies—but Toastmasters International's Executive Director, Terry McCann, came to the rescue as he so often does and "expressed" the trophies to us. Our final major concern was solved when Air Canada graciously agreed to transport the two national winners to Ottawa. So, just in time, we were ready for July 1, Canada Day.

### THE DAY

For the contest winners, Daniel Thibault and Derek Johannson, Canada Day was the climax to weeks of preparation. Before speaking, they spent the day relaxing and rehearsing their speeches in the splendor of the Gatineau Hills north of Ottawa. As the air started to lose its penetrating heat, we drove down to join the thousands already celebrating Canada Day in the nation's capital.

At 6 p.m. Canadian Toastmasters, including some of the contest's organizers, commenced a half-hour tribute to Canada Day. Many moving and beautiful speeches were given. Our voices echoed and reverberated around Parliament Hill and, as each of us left the podium beneath the towering Peace


Tower, we felt proud, not only of being Canadian, but also of being Toastmasters. The Canada Day Speech Contest will now be an annual event.

### THE RESULTS

In organizing this speech contest, the enthusiasm, friendliness and support we received from Toastmasters, particularly from undistricted clubs that are miles from the nearest club, was most impressive. Unfortunately, the wheels of democracy turn slowly and some clubs did not have time to participate, as so often is the case in first events of this proportion. By next year the wheels of democracy in this event will be running much more smoothly.

It was a most rewarding and fascinating experience for everyone involved, but especially for Peter Crabtree and me—though much more time-consuming than we care to admit! We believe that the Canada Day Speech Contest played and will continue to play these vital roles:

- It made Toastmasters International better known across Canada and has attracted prospective members.
- It gave clubs an ideal opportunity to arrange radio, television and newspaper interviews because the contest was open to *all* Canadians.
- It gave Toastmasters participants a chance to exercise their speaking and leadership skills in a very meaningful way. It also gave contest organizers a chance to learn more about organizing special events.
- The support from the government and major private sector contributors enhanced our credibility as a viable, respected organization and in turn enhanced each individual Toastmasters' sense of self-respect.
- Finally, and most importantly, it gave us all the opportunity to say how thankful we are that we live in a free country where, at any time and at any place, we can sing the praise of: "O Canada, our home and native land."

We would like to thank the many participants, judges, organizers, the Canadian government, Air Canada and other donors and everyone else involved for making this event a successful reality. 

# 1983-84 INTERNATIONAL

## President's Distinguished Districts

<b>DISTRICT 16</b> George Saunders, DTM	<b>DISTRICT 58</b> Bill Benton, DTM
<b>DISTRICT 17</b> Duane L. Ferdinand, DTM	<b>DISTRICT 61</b> Muriel A. How, ATM
<b>DISTRICT 52</b> Beverly Pearce Garcin, DTM	<b>DISTRICT 69</b> John Scouller

## Select Distinguished Districts

<b>DISTRICT 3</b> Mary M. Dockendorff, DTM	<b>DISTRICT 32</b> C.W. Kinsman, DTM
<b>DISTRICT 25</b> Ernie Dubnicoff, ATM	<b>DISTRICT 44</b> Scott W. Long
<b>DISTRICT 30</b> Datta Manerikar, DTM	<b>DISTRICT 70</b> Egerton J. Mackness, DTM

## International Speech Contest Winners

<b>REGION I</b> Joe Boyd Bellingham 60-2 Bellingham, WA	<b>REGION V</b> Anita Stith First Wisconsin 228-35 Eau Claire, WI
<b>REGION II</b> Indrani Roy, CTM CNB Speakers 4690-1 Los Angeles, CA	<b>REGION VI</b> John Roberts Steeltown 755-60 Hamilton, Ont., Can
<b>REGION III</b> Orvie Nix Noonday 3109-23 Roswell, NM	<b>REGION VII</b> David Richardson Park City 1065-53 Bridgeport, CT
<b>REGION IV</b> Theodore N. (Bill) Telle Hon After Hours 4251-19 Muscatine, IA	<b>REGION VIII</b> M.K. duPont, ATM ATM 4349-14 Atlanta, GA

## Taped Speech Contest Winners

1. Arthur R. Gregory	Arabian 3857-U	Dhahran, Saudi Arabia
2. Hisaka Hirata	Kansai 2244-U	Ashiyashi, Japan
3. James Raphael	Vienna 551-U	Vienna, Austria

**French Taped Speech Winner**  
Jacques Vermette Ste-Foy 5097-61 Ste-Foy, Quebec, Canada

**Spanish Taped Speech Winner**  
Ernesto G. Carreno Baja California 5435-5 Tijuana, Baja California, Mexico

## Distinguished Districts

<b>FOUNDER'S DISTRICT</b> Myra L. Obert, DTM	<b>DISTRICT 35</b> Harvey F. Hoemke Jr., DTM
<b>DISTRICT 1</b> Ann V. Cousins, DTM	<b>DISTRICT 36</b> Paul H. Terry, DTM
<b>DISTRICT 2</b> Dennis Ham, ATM	<b>DISTRICT 37</b> Gene A. West, DTM
<b>DISTRICT 5</b> Renee Sciacca, DTM	<b>DISTRICT 39</b> Michael R. Denney, DTM
<b>DISTRICT 6</b> Douglas Ward, ATM	<b>DISTRICT 42</b> W. Peter Francis, ATM
<b>DISTRICT 8</b> Paul Lloyd, ATM	<b>DISTRICT 43</b> Paul Dudenhefer, DTM
<b>DISTRICT 9</b> Adrian Burd, DTM	<b>DISTRICT 46</b> Margaret Flory, DTM
<b>DISTRICT 10</b> Paul Timmel, ATM	<b>DISTRICT 47</b> Ray Floyd, DTM
<b>DISTRICT 11</b> Patricia Van Noy, DTM	<b>DISTRICT 48</b> Frank C. Brown, DTM
<b>DISTRICT 14</b> W.A. Waldrop Jr., DTM	<b>DISTRICT 49</b> Albert Zane, DTM
<b>DISTRICT 19</b> Ronald E. Rath, DTM	<b>DISTRICT 53</b> Robert C. Rankin, ATM
<b>DISTRICT 20</b> Evan Hass, DTM	<b>DISTRICT 54</b> Vince Lorson, DTM
<b>DISTRICT 21</b> Bob Larmour, ATM	<b>DISTRICT 57</b> Michael Jay, ATM
<b>DISTRICT 22</b> J.B. Farmer, DTM	<b>DISTRICT 60</b> William Gardner, DTM
<b>DISTRICT 23</b> Pat Koenig, DTM	<b>DISTRICT 64</b> Don Dunand, DTM
<b>DISTRICT 24</b> Dan Evans, DTM	<b>DISTRICT 66</b> Larry Prickett, DTM
<b>DISTRICT 26</b> Liz Sittner, DTM	<b>DISTRICT 73</b> Raymond Anderson Thatcher, ATM
<b>DISTRICT 33</b> Wayne Choate, DTM	

## President's "Top Ten" Distinguished Clubs

<b>PARK CENTRAL</b>	3527-3	Phoenix, Arizona
<b>NORTHEAST WIND</b>	692-6	Osseo, Minnesota
<b>CONOMA</b>	454-16	Oklahoma City, Oklahoma
<b>VANCOUVER</b>	59-21	Vancouver, B.C., Canada
<b>TELESPEAKERS</b>	2328-21	Vancouver, B.C., Canada
<b>ELLSWORTH PARK</b>	2745-30	Downers Grove, Illinois
<b>CAPITOL</b>	422-32	Olympia, Washington
<b>BACHELORS/BACHELORETTE</b>	3374-33	Las Vegas, Nevada
<b>ADVANCED SPEAKERS</b>	4036-36	Washington, DC.
<b>VENETIAN</b>	952-47	Fort Lauderdale, Florida



# HALL of FAME

## Top 10 District Bulletins

<b>THE SOUNDER</b> District 2 Charlotte G. Brame, ATM, Editor	<b>HOTLINE</b> District 25 Beverly Hagemeyer, ATM, Editor
<b>BIG 6 UPDATE</b> District 6 Joanne Dahlin, Editor Ken Covington, Editor	<b>NATIONAL CAPITAL COMMUNICATOR</b> District 36 Marye D. Gannett, DTM, Editor
<b>BIG SKY REPORTER</b> District 17 John F. Griffith, CTM, Editor	<b>FORUM 56</b> District 56 Helen Parker, Editor
<b>DISTRICT 20 HOTLINE</b> District 20 Ray Andreski, Editor	<b>THE OCTOPUS</b> District 74 Joe Garmeson, DTM, Editor
<b>RIO GRANDE CORREO</b> District 23 Sylvia Cuellar, Editor	<b>THE PHILIPPINE TOASTMASTER</b> District 75P Fermin Chio, Editor

## Top 10 Club Bulletins

<b>TOTEM TOASTMASTERS</b> 41-2 Ralph Pehrson, ATM, Editor	<b>LAKEVIEW NEWS BULLETIN</b> 2767-57 Marilyn Kosinski, Editor
<b>POST TOASTIES</b> 4356-5 Virginia M. Alvin, Editor	<b>WARBLER</b> 4365-70 Pat Downie, Editor
<b>TACONITE TALKER</b> 819-6 Bob Parrent, ATM, Editor	<b>THAME TELEGRAPH ON THE LINE</b> 309-71 David Lindsey, DTM, Editor
<b>THE TOAST OF PISCATAWAY</b> 4410-46 Jim Guckian, Editor	<b>TOPTALK</b> 4518-72 Bruce Gillespie, Editor Dan Coomey, DTM, Editor
<b>BULL E. TIN NOTES</b> 1423-47 D.C. Stultz, Editor	<b>BTM NEWSFLASH</b> 4388-U Chee Keng Kok, Editor

## Outstanding Toastmasters of the Year

Ionna Sandlin, CTM	D-F	Paul Lynch, ATM	D-37
Bob Muchnikoff, ATM	D-1	Richard Nasuti	D-38
John Crockett, ATM	D-2	Arnie Sampe, DTM	D-39
Bob Erickson, DTM	D-3	Carole A. Ferrell, ATM	D-40
Charleen Wallace	D-4	Fred Herrmann Jr.	D-41
Gail Jeromin, CTM	D-5	Clif Skrypnik, ATM	D-42
Clete Tauer, DTM	D-6	Otto Wenk, DTM	D-43
Adam Bock	D-8	Charles Secord, CTM	D-44
Don W. Moeller, DTM	D-9	Paul Whitnee	D-45
Gary Bly	D-10	James P. Murphy	D-46
Russell Collins, DTM	D-11	Oren Cox, DTM	D-47
Calvin C. Ray	D-13	Eugene B. Lewis, ATM	D-48
Ann Henderson	D-14	Ron Mobley	D-49
Lawrence Geisler, DTM	D-15	Gary Moore, CTM	D-52
Fred Taylor, CTM	D-16	Hans Forster	D-53
Rubie Breitling	D-17	Steve Chase	D-54
Patricia A. Burns, ATM	D-18	David J. Abel	D-56
Donald G. Southwood	D-19	Ernie Caine, ATM	D-57
Allen Weisbeck	D-20	Florence R. Baxter, ATM	D-58
Debbie Owen	D-21	Tony Welch	D-60
June Poplar, DTM	D-22	Vigi Gurusanta	D-61
Robert M. Psola, Sr.	D-23	Mildred Barlock	D-62
Glenn Porath	D-24	Joan H. Pyland	D-63
Mike Hudspeth, CTM	D-25	Derek C. Johannson	D-64
William F. Lewis, DTM	D-26	Marlene Markham, ATM	D-65
Roger Kirk, ATM	D-28	Sheri L. Williams, CTM	D-66
Larry E. Frasier	D-29	B. Jack McKinney, DTM	D-68
Robert F. Hoppel, DTM	D-30	Arthur Gorrie, DTM	D-69
Dick Skinner	D-31	Brian Westray, CTM	D-70
Pat Marston, DTM	D-32	Harry Knox, CTM	D-71
Wendy M. Farrow, CTM	D-33	Mark Von Dadelszen, DTM	D-72
Milton H. Abram II, CTM	D-35	Tony Levy	D-73
A. Gilbert Wright, Jr., CTM	D-36	Vincent Rootman	D-74

## Outstanding Area Governors of the Year

Carol Averill, ATM	D-F	Sheila Miller, ATM	D-37
Betty McKinley	D-1	James Andrews	D-38
Rick Hawkins, CTM	D-2	Fred Daniels Jr.	D-39
Barbara K. Rogers	D-3	Ronald Gosling, ATM	D-40
Samme Jacobson	D-4	John Bell	D-41
Earl Chinn, CTM	D-5	Joseph A. Calenda, CTM	D-42
Joe Dahlin, ATM	D-6	Paula Pederson, ATM	D-43
Peggy Isgrigg, ATM	D-8	Bill Eaton, ATM	D-44
William M. Schroeder	D-9	Evelyn Lutz	D-45
Jack Wolf, ATM	D-10	Robert Barrett	D-46
Neal Rice, ATM	D-11	Delores Gaddy, ATM	D-47
Harold Griffin	D-13	Doug E. Jones, ATM	D-48
Sharon Carter	D-14	Ann Graham	D-49
Kris Richins, CTM	D-15	Jim Green, CTM	D-52
Eugene Mitchell, CTM	D-16	Anil Mody	D-53
Sue Tucker, CTM	D-17	Gloria Zeter	D-54
David Bosse	D-18	Jeffrey Riggs	D-56
John D. Carlson	D-19	Marilou Gallusser	D-57
Ken Thompson	D-20	James Davis, Jr., ATM	D-58
George Foldes, ATM	D-21	Sandra Williamson	D-60
E.T. (Tom) Gumbert	D-22	Brian Perron	D-61
Margaret Thomas	D-23	Nate Taylor, ATM	D-63
Don Maas	D-24	Jim Fethers	D-64
Pauline Shirley, CTM	D-25	Dennis Froio	D-65
Irwin Selig, ATM	D-26	William I. Dillon, CTM	D-66
Eric Hawkins	D-28	Jill B. Street	D-68
John M. Senkarik	D-29	Clare Murphy	D-69
Bob Roman	D-30	Marjorie Seddon, ATM	D-70
Mubeen Siddiqui	D-31	David Lindsey, DTM	D-71
Norman C. Anderson, ATM	D-32	Richard Bridge	D-72
John Mantel, CTM	D-33	John Anderson	D-73
Ronald B. LaPeau	D-35	Bill Reynolds	D-74
Daniel E. Brooks, CTM	D-36		

HERE IS A MATRIX TO HELP YOUR COMMITTEE  
PRIORITIZE COMPLEX ISSUES.

# A FRAMEWORK FOR COMMUNICATION

by Joel David Welty

**K**eeping the lines of communication open becomes most difficult for us when we are in a committee or board meeting considering some choice involving many factors. If, for example, you are on a search committee to choose a new manager for your housing cooperative or condominium, by the time you have analyzed the tenth candidate, the first has faded from your mind—and you've got three more to go.

Communication within such a committee becomes bogged down in the great quantity of details. Everyone begins talking about different aspects of different candidates. Everyone wonders

whether the others have heard what was said. Discussion seems to go in circles. Tempers begin to fray as no one seems to be communicating with anyone else.

Trying to cope with any choice involving a great many details produces this kind of frustration. It happens when you are serving on the convention committee and must choose the next convention location. Or it occurs when your committee is trying to come up with a recommendation for the board of your company about where to locate a new factory. The sheer mass of data becomes unmanageable and overwhelms committee members who are trying to com-

municate with each other about the issue being considered.

## A MATRIX

The good news is that there is a technique for handling an array of facts so that any committee can communicate readily and clearly and make consistent judgments about facts without getting lost among them. The technique is called a *matrix*, a framework for communication about complicated subjects involving great quantities of facts.

For a typical example, let's look further into the matter of choosing a manager for your housing cooperative or condominium. Because the manager's

CHART 1 — MATRIX FOR CHOOSING A CONDOMINIUM MANAGER

Characteristic	Weight	Candidate A		Candidate B		Candidate C		Candidate D	
		Raw	Wt'd	Raw	Wt'd	Raw	Wt'd	Raw	Wt'd
Experience in managing personnel	5	10	50	8	40	5	25	10	50
Knowledge of accounting	5	7	35	9	45	10	50	8	40
Grounds mnt'nce knowledge	4	3	12	8	32	7	28	7	28
Structural, eqpt maintenance	4	9	36	6	24	2	8	3	12
Exp producing newsletter	1	1	1	4	4	10	10	10	10
Public relations ability	3	9	27	8	24	5	15	9	27
Knowledge of tax principles	3	3	9	7	21	9	27	1	3
Real estate license prop mgr cert	2	5	<u>10</u>	5	<u>10</u>	1	<u>2</u>	10	<u>20</u>
			180		200		165		190

tasks are many and varied, there are many aspects of your candidates' backgrounds to be considered. The first task for the committee is to decide just what it is they are looking for in a manager and how important each characteristic is to them.

No, you don't just check to see what licenses and certificates each candidate has; that "easy way out" is chosen by too many committees, who then have to live with the unfortunate consequences. A wide variation of abilities and personal backgrounds exists among licensed certificate holders. The skills for which they are licensed and certified are very general, not specifically tailored to your own unique needs. You want to find that candidate best suited to your specific project under its present conditions; that means you must decide just what constitutes the ideal candidate.

#### IDENTIFY NEEDS

The committee will never be able to agree on which candidate best meets their needs if they can't agree first on just what those needs are. Consider what problems the committee faces in the next few years, what goals they hope to achieve, what assets and advantages they have to work with and what kind

of environment they can expect to work in.

Suppose after discussion of the condominium's circumstances your committee comes up with this list of desired characteristics, weighted in importance from 1 (least) to 5 (most).

Experience in managing personnel	5
Knowledge of accounting	5
Ground maintenance knowledge	4
Structural, equipment maintenance	4
Experience in producing a newsletter	1
Public relations ability	3
Knowledge of real estate tax principle	3
Real estate license, property manager certificate	2

A committee in a different co-op or condo might have ranked these characteristics differently, giving them other weights according to the needs of their own project. They might have chosen to have the accounting done by a public accountant and would therefore have given it a 1 instead of a 5. Each of the characteristics might well have been rated differently, and some committees might have listed additional characteristics such as vermin control according to the needs of their own projects.

With the matrix in hand, your committee is ready to compare the candidates and analyze their backgrounds on the matrix by rating them from 1 (yuk!) to 10 (wow!) on each characteristic. Is Candidate A particularly well-experienced in personnel management? Give him a 10. But A's accounting experience is only average, not outstanding, so give him a 5 in accounting.

When you sift through your candidates this way, analyzing each one by the same set of characteristics and recording your judgments numerically, you will find committee members communicating smoothly and effectively. Each member of the committee knows exactly where the discussion has been, where it is and where it is going next. Judgments will be made rationally, equitably and in a consistent pattern. You have kept the communication lines open.

#### OLYMPIC RATING SYSTEM

A good approach to rating candidates numerically is the Olympic Games method: Each committee member should mull over a candidate's resume and other available data, then independently assign a rating to each characteristic. Then, like judges at a ski-jumping event, each member reveals their rating num-

CHART 2 — MATRIX FOR SELECTING A LOCATION FOR A CONVENTION

Characteristic	Weight	City A		City B		City C		City D	
		Raw	Wt'd	Raw	Wt'd	Raw	Wt'd	Raw	Wt'd
Good meeting hall, conference rooms	5	10	50	8	40	4	20	6	30
Lodging accommodations	4	9	36	8	32	8	32	5	20
Economical transportation	4	7	28	1	4	10	40	6	24
Quality of entertainment	2	6	12	9	18	4	8	10	20
Scenery	1	1	1	3	3	1	1	10	10
Display area	3	10	30	6	18	5	15	2	6
Quality of food	4	10	40	7	28	3	12	10	40
			197		143		128		150

bers at the same time.

Did everyone rank Candidate A's personnel management skills as 10? Good. That's the committee's judgment, clearly, and you need spend no time discussing the point. Did Candidate A get scores of 10, 3, 1, 9, 8 and 2 on accounting knowledge? You'd better talk that one over. Somebody may have missed a point there.

Negotiate a consensus among committee members about the rating given each characteristic of each candidate. No, it need not take forever. In fact, this procedure will move along much more quickly than the customary, confused meanderings of most committees when faced with such a choice.

If you find there is a disagreement about a rating's factual basis for one of the candidates, perhaps you really don't have all the data you need to make an informed judgment.

#### CHECKING REFERENCES

When you contact references the candidate listed, follow the same kind of analysis. Don't just ask if the previous employer "liked" that candidate, and don't just say, "Tell me something about A." You are interested in the candidate's performance in certain well-defined roles, and you ask about those roles.

If the previous employer was disappointed with the candidate, perhaps it was for a reason which is not relevant to the job you are considering him for. The candidate might have done poorly in collecting delinquent accounts; he may even have been fired for that reason. But if that is not a problem at your project, or you choose to handle that problem differently, then why should you care? Judge the candidate only on what you want them to do for you, under your specific situation.

Of course, some characteristics are so basic—such as honesty, willingness to work and the like—that they are necessary to every career. You want to know if a candidate lacks such characteristics but most of your candidates will score well on such general traits. You want to concentrate on those characteristics in which there will be serious differences among the candidates.

The matrixes for choosing a convention location or a factory site work the same way. Every convention and factory is unique and has its own array of requirements by which you can analyze available alternatives. You have hundreds of facts to consider and a matrix will enable you to do so while keeping all lines of communication open among

your committee members.

#### WRITE IT FOR ALL TO SEE

Record the committee's judgments numerically and you make it unnecessary for each committee member to try to keep all those facts in mind. The system is most effective if you have drawn the matrix on large sheets of newsprint with a felt-tip pen or on a blackboard in front of the committee, where it keeps reminding the committee members of what they are doing.

The member who records the committee's deliberations can add committee

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## THE MATRIX PREVENTS EMOTIONAL IMPULSE.

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members' very brief comments to the numerical judgments. Creative recorders will shift from black to red to blue to green ink or chalk writing instruments, to separate different issues or to emphasize points the committee considers most urgent. The newsprint has the advantage that the secretary can roll it up, take it home and type up a proper committee report to submit to the board of directors.

#### KEEP TIME

If time is a problem and a deadline looms near, as it often does, appoint the meanest person timekeeper. Divide the available time equitably among the candidates and instruct the timekeeper to blow the whistle whenever the committee falls behind schedule. Otherwise—and we've all seen it happen—the first few candidates will receive a leisurely, deliberate consideration, while the last ones in line will get little more than a glance.

#### WEIGHTED SCORES

When you have analyzed each candidate, you are ready to complete the comparisons. The rating you gave each one is a raw score. Multiply that raw score by the weight you gave to each characteristic to get weighted scores.

A candidate who is excellent in managing personnel will receive a 10 for a raw score, which is multiplied by the weight of 5 to get a weighted score of 50. A candidate who is excellent in producing a newsletter will receive a 10 for a raw score, which is multiplied by the

weight of 1 to get a weighted score of 10. Add all the weighted scores of each candidate to see which one is judged best in the most important characteristics. See the two matrix samples, charts one and two, for an example.

The sum of all the weighted scores is not a mere arithmetical sum. It is your committee's considered judgment of a complex choice, so complex that it was best made bit by bit. Now you have to put all the bits together in an amalgamation of the many judgments of each candidate's background. It also permits your board of directors to see quickly what the committee considered to be each candidate's strong and weak points.

The matrix puts a difficult choice on a rational basis, protecting your organization against emotional impulses. It keeps the decision-makers themselves in charge of the decision, rather than allowing candidates to dazzle committee members with the sparkling brilliance of their sales-pitches.

The matrix also provides good protection against favoritism. If the president's nephew really is the best candidate available, the matrix will show that fact and will show the reasons why. But if the committee's analytical judgment shows the president's nephew to be deficient in some respect, the matrix will show that, too. The president will thus find it most awkward to try to override the committee's recommendation.

Most important, the matrix enables each committee speaker to speak to the point at hand, to know that all the other committee members are also concentrating on the same point and to dig more deeply into the subject because there are no distractions to stifle communication. The matrix keeps communication open, organized and relevant to the committee's tasks.

To get your next committee to use the matrix when you have a complex choice to make, just put this article in each member's hands and say, "Let's try it!" See if you don't agree that the matrix enables each person who speaks to offer his or her best thoughts to the group and to make the best possible contribution to the decision being made. After all, that's why your committee was appointed. 🗣️

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**Joel David Welty** is author of *Welty's Book of Procedures for Meetings, Boards, Committees and Officers*, 270 pages, *Caroline House Publishers*, 1982. *Welty tells how groups can make decisions more effectively and build better organizations.*

# HALL of FAME

## DTMs

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

**Delmer L. Morgan**

Globe 2197-3, Globe, AZ

**Dennis D. Ochsner**

Anoka 2748-6, Anoka, MN

**Rosemarie Leitzell**

Victory Lane 44-11, Indianapolis, IN

**Duane L. Ferdinand**

Central Montana 609-17, Lewistown, MT

**Eddie Gray**

Speakeasy/Springfield 5188-22, Springfield, MO

**John P. Levendis**

Windjammers 2628-33, Las Vegas, NV

**Robert E. Straker**

Troy 3453-40, Troy, OH

**Donald J. Robson**

Saskatoon 450-42, Saskatoon, Sask., Can

**Ruby M. Jackson**

Daybreak 1033-44, Lubbock, TX

**Thomas H. Farris**

Valle Nogaes 579-57, Walnut Creek, CA

**Carlton E. Burley**

West End 2661-66, Richmond, VA

## ATMs

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

**Robert Thomas Anderson Jr.**

Jaycee 130-F, Riverside, CA

**William Gregory Nuessle**

Garden Grove Toasters 550-F, Garden Grove, CA

**Clifford M. King**

Sun City 1677-F, Sun City, CA

**Peter Mazmanian**

Squires 2220-F, Downey, CA

**Natalie Therese Schelly**

Indio 2528-F, Indio, CA

**Linda M. Finnegan**

Chino Valley 3957-F, Chino, CA

**Gene Oliver**

Associates 141-1, Los Angeles, CA

**Thomas J. Pinto**

Redmond 2828-2, Redmond, WA

**Linda K. Smith**

North Star 3696-2, Seattle, WA

**George E. Munyer**

Good News Ambassadors 4601-2, Seattle, WA

**Helen Pedersen Pugh**

Western Sages 327-3, Scottsdale, AZ

**Rose-Mary Porter**

Farmers Insurance Group 2731-3, Phoenix, AZ

**Bonnie J. Spencer**

Speakeasy 4337-3, Glendale, AZ

**Ron Olson**

Demosthenes 1282-4, San Francisco, CA

**Philip H. Rupel**

Patio 2914-4, Sunnyvale, CA

**Harvey Saxon**

Fireside 851-5, San Diego, CA

**Lyle C. Coleman**

Owatonna 134-6, Owatonna, MN

**Noel M. Field**

First St. Paul 167-6, St. Paul, MN

**Donald L. Tang**

Oregon 424-7, Portland, OR

**Robert H. Clare**

Gresham 783-7, Gresham, OR

**Eileen L. Morgan**

Clatsop Co-Eds 1516-7, Astoria, OR

**W.C. Brod**

Uptown 538-8, Quincy, IL

**J. Robert Chunn**

South County 1957-8, St. Louis, MO

**Kathie L. Schaff**

Speakeasy 4379-9, Spokane, WA

**James Howard Turner**

Athens 1779-14, Athens, GA

**Barney Boatwright**

Georgia-Carolina 2523-14, Augusta, GA

**Will Brown**

John D. Ewing 188-15, Caldwell, ID

**Stephen R. Sleater**

Los Gallos 2428-15, Salt Lake City, UT

**Kenneth Lloyd Evans**

Gunpowder 2562-18, Edgewood Arsenal, MD

**Carlos C. Martins**

Victoria Beaver 790-21, Victoria, B.C., Can

**Debbie Owen**

Telespeakers 2328-21, Vancouver, B.C., Can

**Paul A. Lynch**

Corinth Squares 282-22, Johnson County, MO

**Debra J. Chesterman**

Challengers 1297-24, Nebraska, City, NE

**Gregg Adams**

M.O.S.T. 3370-24, Norfolk, NE

**William R. Pruitt**

Greater Tyler 393-25, Tyler, TX

**Robert R. Prester**

Scottsbluff 944-26, Scottsbluff, NE

**Richard G. Milne**

Littleton 2177-26, Littleton, CO

**King G. Robertson**

Golden Brewmasters 2637-26, Golden, CO

**Harold E. Brown**

Pioneer 2932-26, Lakewood, CO

**Thomas James Nichols**

Apollo 1132-28, Toledo, OH

**Susan Jean Marsh Ellsworth**

Washtenaw 3054-28, Ann Arbor, MI

**Henry R. Gass**

Crystal Lake 2724-30, Crystal Lake, IL

**Lawrence G. Scott**

Federal 1069-31, Boston, MA

**Martha Barry Smith**

Raytheon Sudbury 2258-31, Sudbury, MA

**Sylvia Doane-LaVigne**

Framingham/Natick 3993-31, Wayland, MA

**Charles M. Giles**

Speech Invaders 4641-31, Milford, MA

**D.C. Parks**

Southern Valley 2752-33, Bakersfield, CA

**Barry C. Bernicke**

First Wisconsin 228-35, Eau Claire, WI

**Milton H. Abram II**

University 1499-35, Milwaukee, WI

**Charles H. Monroe**

VA Gaveliers 2920-36, Washington, D.C.

**Theresa S. Baker**

NIH 3421-36, Bethesda, MD

**Leonard Fabian Jakubczak**

NIH 3421-36, Bethesda, MD

**Thomas J. Nicholson**

NRC 4266-36, Silver Spring, MD

**Robert N. Snyder**

Washington D.C. Advanced Speakers 5377-36, Washington, D.C.

**Owen Feryl Masters**

Texas Gulf Lee Creek 4523-37, Aurora, NC

**Richard Albert Henderson**

Sunrise Center 3359-39, Citrus Heights, CA

**Charles F. Rapp**

Moundbuilders 511-40, Grandville, OH

**Andre Odebrecht**

Cambridge 785-40, Cambridge, OH

**Nick Tywoniuk**

TNT 2291-42, Edmonton, Alta., Can

**James MacDonald**

Dartmouth 3119-45, Dartmouth, N.S., Can

**George E. Irish**

Harris Communicators 363-47, Palm Bay, FL

**Robert Luther Derham**  
Diamond 4582-57, Pleasanton, CA

**Bill Benton**  
Palmetto 2070-58, Greenville, SC

**Charles E. Schuster**  
Dolphin 3170-58, Charleston, SC

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

**Margery L. Finnie**  
Sunshiners 483-64, Winnipeg, Man., Can

**George R. Weiss**  
Black Tower 4618-60, Toronto, Ont., Can

**Mabel Louise Grant**  
Riverview 1526-64, Winnipeg, Man., Can

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

**William J. Gillespie**  
Winnipeg Keystone 3211-64, Winnipeg, Man., Can

**Peter Rodney Ficck**  
Centurion Speakers 4852-64, Brandon, Man., Can

**Dennis R. Froio**  
Morning Knights 2875-65, Binghamton, NY

**Elayne S. Hyatt**  
Dow Chemical 4586-68, Plaquemine, LA

**Ted Mathew**  
Centre 2404-69, Brisbane, Qld., Aust

**Ronald McDowell**  
Campbelltown 880-70, Campbelltown, N.S.W., Aust

**Denis B. Brunswick**  
Nowra 4317-70, Nowra, N.S.W., Aust

**David Carlton Dehlsen**  
Western Suburbs 4365-70, Burwood, N.S.W., Aust

**Raymon Dale Puddy**  
Tamatea 1920-72, Tamatea, Napier, NZ

**Ernest L. Harrison-Smith**  
Invercargill 3071-72, Invercargill, NZ

**5542-3 Patiently Speaking**  
Mesa, AZ—Thurs., 3:45 p.m.,  
Ocotillo Room, Mesa Lutheran  
Hospital, 525 W. Brown Rd.  
(834-1211, x 2171).

**5556-3 St. Johns**  
St. Johns, AZ—Tues., 4:15 p.m.,  
Coach Lantern Restaurant, 160 E.  
Commercial (337-4131, x 2424).

**5557-3 Luke's Skytalkers**  
Phoenix, AZ—Wed., 4:30 p.m., St.  
Luke's Medical Center, 1800 E. Van  
Buren (251-8384).

**5528-5 RB Filibusters**  
Rancho Bernardo, CA—Wed., 7 p.m.,  
Westwood Elementary School, 17400  
Matinal Rd. (487-0434).

**5529-5 Chamber**  
Escondido, CA—Thurs., 7 a.m.,  
Coast Federal Savings & Loan, 1544  
E. Valley Parkway.

**5553-5 Hewlett-Packard**  
San Diego, CA—Wed., 5:30 p.m.,  
Hewlett-Packard, Conference Room,  
9606 Aero Dr.

**5554-5 McGraw Hill**  
Del Mar, CA—2nd & 4th Thurs.,  
1:30 p.m., McGraw Hill Classroom,  
674 Via de la Valle.

**5555-5 Arinc Articulators**  
San Diego, CA—Wed., 11:45 a.m.,  
Arinc Research Corp., 4055 Hancock  
St. (222-7447).

**5517-6 FMC Ignitors**  
Fridley, MN—Wed., 4:30 p.m., FMC  
Corp., 4800 E. River Rd.

**5520-6 Master Speakers, Inc.**  
Arden Hills, MN—Wed., 3:30 p.m.,  
Oak Room, MSI Insurance, Two Pine  
Tree Dr. (631-7028).

**5561-9 C.B.C. Easy Speakers**  
Pasco, WA—Thurs., 11 a.m., Colum-  
bia Basin College, 2600 N. 20th St.  
(I-107) (586-6209).

**5536-11 Southside**  
Indianapolis, IN—Tues., 6 p.m.,  
Mac's Steak House, 3939 South  
Keystone Ave. (881-4280).

**5513-14 High Tech Talkers**  
Norcross, GA—Tues., 6 p.m., Hayes  
Microcomputer Products, Inc., 5923  
Peachtree Industrial Blvd. (449-8791).

**5514-16 Enid**  
Enid, OK—Thurs., 6:30 p.m., Hen-  
drie House Restaurant, 302 W. Broad-  
way (438-2235).

**5544-17 Anaconda Speak-Easies**  
Anaconda, MT—Tues., 6:30 a.m.,  
Hideaway Restaurant, 200 Main St.  
(563-6856 or 563-6601).

**5545-23 Speak Easy**  
Albuquerque, NM—Thurs., 12:15  
p.m., Century 21—Allied Realty, Inc.,  
6005 Osuna Rd., N.E. (881-2414).

**5546-24 Sunrise**  
Wayne, NE—Tues., 6:30 a.m.,  
Wayne City Hall (375-2240).

**5509-25 Twin Cities**  
Texarkana, TX—Alternate Thursdays,  
noon & 6:30 p.m., Trails West  
Restaurant, 95 Town West Shopping  
Center (793-0586, x 4246).

**5537-25 Coppell**  
Coppell, TX—Wed., 12:05 p.m.,  
Coppell School Administration Bldg.,  
1201 Wranger Dr. (462-0022).

**5512-26 Stanford Place**  
Denver, CO—Tues., 11:45 a.m.,  
Stanford Place (Phillips Petroleum  
Co.), 8055 E. Tufts Ave. Parkway  
(850-3456).

**5504-30 Mabuhay**  
Chicago, IL—2nd & 4th Thurs., 7:30  
a.m., Midwest Financial Consultants,  
Inc., 5875 N. Lincoln Ave.  
(477-6816).

**5532-30 South Suburbia**  
Alsip, IL—1st & 3rd Mon., 7 p.m.,  
Alsip Library, 11960 S. Pulaski Ave.  
(425-6518).

**5534-30 South Holland**  
South Holland, IL—2nd & 4th  
Thurs., 7 p.m., South Holland Public  
Library, 16250 Wausau Ave.  
(849-2939).

**5551-30 Rust-Oleum**  
Vernon Hills, IL—2nd & 4th Tues.,  
4:45 p.m., Rust-Oleum Corp., 11  
Hawthorn Parkway (367-7700).

**5525-31 Last Word**  
Billerica, MA—1st & 3rd Tues., 6  
p.m., '99' Restaurant, Middlesex  
Turnpike.

**5550-32 Tacoma Mall**  
Tacoma, WA—Tues., 8 a.m., The  
Bon Cascade Room, Tacoma Mall  
(475-4000, x 2214).

**5511-36 Sallie Mae**  
Washington, D.C.—1st & 3rd Thurs.,  
noon, Sallie Mae, 1050 Thomas Jeffer-  
son St., N.W. (298-2637).

## NEW CLUBS

**5538-2 Northend**  
Seattle, WA—Mon., 11 a.m., Chuck  
Oleon Chevrolet, 17545 Aurora North  
(546-4171).

**5541-3 Central**  
Phoenix, AZ—Fri., 7 a.m., Central  
United Methodist Church, 1875 N.  
Central Ave. (258-8048).

**5526-3 Dry Lake Orators**  
Willcox, AZ—2nd & 4th Thurs., 6  
p.m., Sulpher Springs Valley Electric,  
Corp. Board Room (384-2945).

**5519-40 Toasters**

Cincinnati, OH—Tues. (monthly), noon, Procter & Gamble, P.O. Box 599 (562-4417).

**3276-41 Ellsworth**

Ellsworth Air Force Base, SD—Tues., 11:50 a.m., Ellsworth Recreation Center, Ellsworth Air Force Base (787-5921).

**5510-44 Paisano**

Marfa, TX—1st & 3rd Tues., 7 p.m., Thunderbird Restaurant, 509 W. San Antonio (729-3460).

**5516-44 Free Speakers**

Big Spring, TX—Thurs., 7 p.m., Big Spring Federal Prison Camp, Box 6085.

**5508-46 Chazzer Watson Advanced**

New York City, NY—Fri. (monthly), 6 p.m., (727-3190).

**5521-46 Genesis**

New York City, NY—Thurs., 6 p.m., Mutual of New York, 1740 Broadway (554-1587).

**5527-46 Somerset**

Somerset, NJ—Wed., noon, AT&T Communications, 339 Campus Dr., Corporate I (457-6422).

**5533-46 Tat-Talkers**

Morris Plains, NJ—Wed., noon, AT&T Communications, 201 Littleton Rd., Rm. 141.

**5547-47 Islander**

Merritt Island, FL—Tues., noon, Florida Power & Light Annex, 250 N. Courtney Parkway (636-7149).

**5548-47 Patrick**

Patrick Air Force Base, FL—1st & 3rd Thurs., 5 p.m., Patrick AFB NCO Open Mess, Hwy. A1A.

**5507-52 Lockheed Vocal Locals**

Burbank, CA—Mon., noon, Lockheed, California Co., Unit 35, Plant A-1 (847-7571).

**5515-52 Distinguished Singles**

Woodland Hills, CA—1st & 3rd Thurs., 6:30 p.m., Reuben's Summerhouse, 21870 Victory Blvd.

**5522-52 Motivated**

Van Nuys, CA—Tues., 7 a.m., Sir George's Restaurant, 6913 Van Nuys Blvd. (785-3149).

**5523-52 NBC**

Burbank, CA—2nd & 4th Thurs., 5:30 p.m., NBC Cafeteria Private Dining Room, NBC Studios, 3000 W. Alameda (574-0366).

**5524-52 Litton**

Van Nuys, CA—Tues., noon, Litton, Bldg. 44, 8000 Woodley Ave. (901-2661).

**5552-52 Rajah Suliman**

Los Angeles, CA—217-3662.

**5558-52 Officers'**

Los Angeles, CA—Thurs. (monthly) (899-2388).

**5559-52 Rising Stars**

Van Nuys, CA—Thurs., 6:30 a.m., Van Nuys Junior High School, 5435 Vesper Ave. (625-5442).

**5530-56 Brazosport**

Clute City, TX—Mon., 7 p.m., Southern Executive Inn, Highway 332 (291-8863).

**5531-56 West Austin**

Austin, TX—Wed., 7 a.m., Sids Cafe, 3501 N. Lamar (477-3100).

**5539-58 Greenville AM**

Greenville, SC—Wed., 7 a.m., Colonial Court Restaurant, 755 Wade Hampton Blvd. (242-1250).

**5540-58 Clemson**

Clemson, SC—1st & 3rd Wed., 7 a.m., American Federal, Riger Blvd., U.S. 123 (646-3220).

**5549-58 Toast and Jam**

Spartanburg, SC—2nd & 4th Thurs., 7:30 a.m., Shoney's 805 N. Pine St. (439-3350).

**5535-64 North Kildonan**

Winnipeg, Man., Can—Tues.

**5543-64 Cercle d'Art Oratoire du Manitoba**

Winnipeg, Man., Can—1st & 3rd Tues., 6:30 p.m., University Women Club, 54 Westgate (452-7682).

**5503-69 Gove**

Nhulunbuy, Northern Territory, Aust—2nd & 4th Mon., 6 p.m., Arnhem Club (872840).

**5505-72 Rosata's**

Royal Air Force Base Chicksands, UK—Mon., 7 p.m., & 12:10 p.m., Consolidated Open Mess (RAF CHICKSANDS).

**5506-U Bay of Islands**

Corner Brook, Newfoundland, Can—Thurs., 6 p.m., Glymill Inn, Cobb Lane (785-2490).

**5518-U Red Sea**

Yanbu Al-Sinaiyah, Saudi Arabia—Sun. (bi-weekly), 7:30 p.m., Royal Commission Auditorium (321-6027).

**5560-U Dimond Talkers**

Anchorage AK—Wed., 7 a.m., Denny's Restaurant, Dimond and New Seward Highways (562-2626).

## ANNIVERSARIES

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**50 Years**

Santa Monica 21-1, Santa Monica, CA

**45 Years**

Associates 141-1, Los Angeles, CA

**40 Years**

South Bay 280-1, Torrance, CA  
Grand Forks 273-20, Grand Forks, ND

**35 years**

Westside 389-2, Seattle, WA  
Town & Country 754-15, Vale, OR  
Malaspina 738-21, Nanaimo, B.C., Can  
Nationwide Insurance 753-40, Columbus, OH

**30 Years**

Thursday Noon 1647-8, Decatur, IL  
Breakfast 563-15, Pocatello, ID  
Elmhurst 1604-30, Elmhurst, IL  
Des Plaines 1645-30, Des Plaines, IL

**25 Years**

Vicksburg 2052-43, Vicksburg, MS

**20 Years**

Orange Breakfast 3822-F, Orange, CA  
Warren 2260-28, Warren, MI  
Springs 3194-74, Springs, R.S.A.

**15 Years**

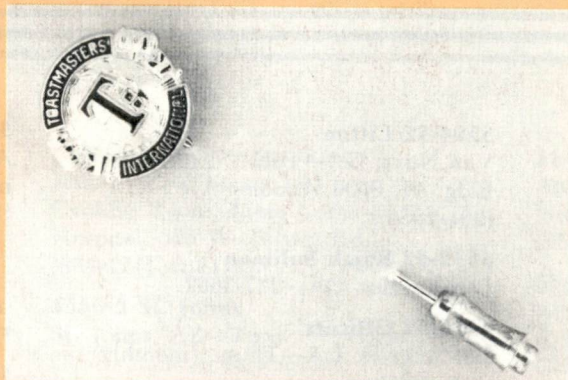
Lawrence 1814-22, Lawrence, KS  
Sand Duners 3792-23, Holloman AFB, NM  
Sunrise 3253-25, Longview, TX  
Washington 1854-37, Washington, NC  
Innisfail 2689-69, Innisfail, Qld., Aust

**10 Years**

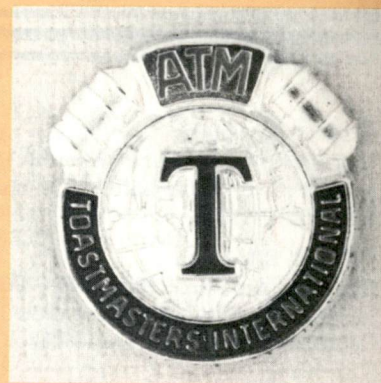
Fluor Forensic Forum 219-F, Irvine, CA  
Munsingwear Icebreakers 1053-6, Minneapolis, MN  
Alpha 1408-8, Jefferson City, MO  
After Hours 3216-19, Rock Island, IL  
Fishermen 3343-22, Wichita, KS  
The Washingtonians 1006-36, Washington, D.C.  
LEC 800-45, Plainfield, NJ  
Auburn-Opelika 2165-48, Auburn-Opelika, AL  
Easy Risers 109-56, Houston, TX  
Nova 456-69, Brisbane, Qld., Aust  
MDI 2764-69, Brisbane, Qld., Aust  
Avon 3514-72, Christ Church, NZ  
Florida 920-74, Roodepoort, R.S.A  
Hottentots Holland 1737-74, Somerset West, R.S.A.



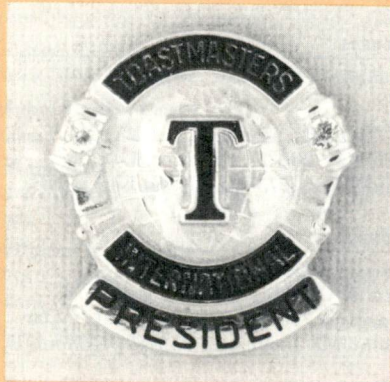
5753



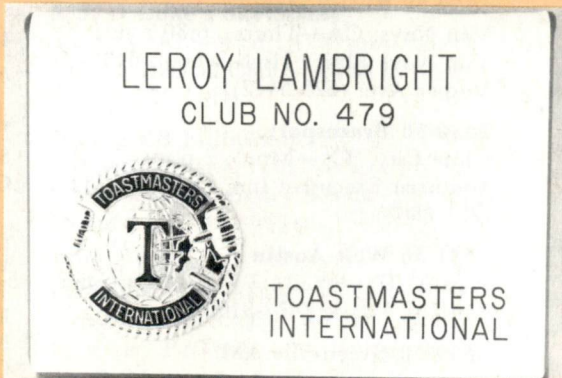
5700



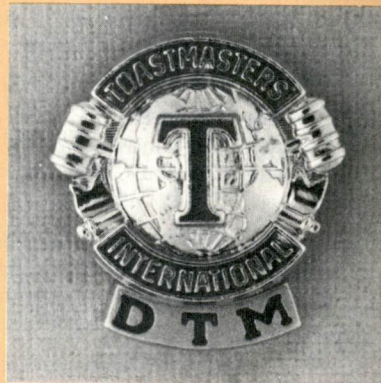
5939



5802



343



5941

# Share Your Toastmasters Pride Without Saying a Word

Wear the emblem that lets everyone know you belong to a great organization. The Toastmasters symbol says eloquently what words can't express. It tells about achievement—yours and Toastmasters International's.

So show your pride. Order your special Toastmasters memento by catalog from World Headquarters.

## Membership Emblems

Display your Toastmasters pride with a handsome gold-plated pin. Choose from two sizes: miniature (5751) and large (5753). Discounts offered for orders of 12 or more.

**5751 \$2 or \$1.80 with discount**

**5753 \$2.25 or \$2 with discount**

## Toastmasters Identification Badge

Here's the identification that immediately shows everyone you're a member of Toastmasters. Special white badges (343 and 343-A) come with name, office and club number engraved in red. Includes three-

dimensional Toastmasters emblem.

**343 Pocket Badge \$7.50**

**343-A Pin Back Badge \$7.50**

Also, see Supply Catalog for specialized badges, i.e., CTM, ATM and DTM.

## Officer's Pins

When elected to club president, give yourself an honorable gift. Officer's pin comes in Balclad gold (5801) and in 1/10 10K gold with two zircons (5802).

**5801 \$6**

**5802 \$12.75**

## Toastmasters Tags

Gold-type DTM, ATM and CTM tags show just how much you've achieved as a Toastmaster. Both attach to any Toastmasters pin. CTM tag (5942) has white letters. ATM (5940) tag comes in blue letters. DTM (5941) tag in white letters.

**5942 \$3.50**

**5940 \$3.50**

**5941 \$3.50**

## Mark of Distinction

Provide yourself with some added recognition. Beautiful Balclad gold pins distinguish you as an achiever of the DTM (5800), ATM (5939) or CTM (5920).

**5800 \$6**

**5939 \$6**

**5920 \$6**

## Women's Scarf Pin

It's the feminine touch. A beautiful gold type stick pin with Toastmasters emblem.

**5700 \$3.75**

See the Supply Catalog for more samples of official pins and jewelry. When ordering, add postage and handling charges as follows: Pins 1-12, 30 cents; 13-24, 60 cents; more than 24, 80 cents. Brooches and other jewelry: Add 30 cents each. I.D. badges 50 cents each. California residents add 6% sales tax. All prices are subject to change without notice. Send your order with your club and district number to: Toastmasters International, P.O. Box 10400, Santa Ana, CA 92711.