

DECEMBER 1983

THE TOASTMASTER

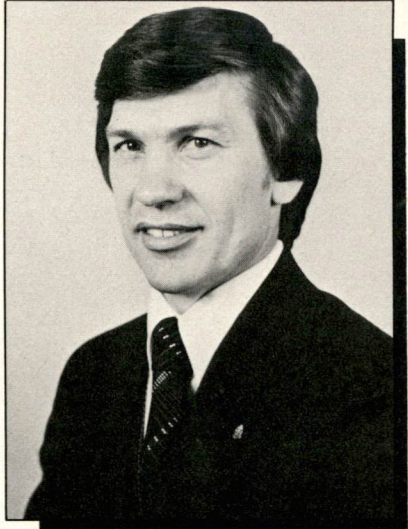


How To Get Motivated

VIEWPOINT

It's What You Make It

One of my favorite questions to a Toastmaster is, "Tell me about your club. What's it like?" I usually get a proud and enthusiastic response. Then I ask, "Is there anything you would change about your club, if you could?" The person's response is usually stated in a manner that suggests that even though some changes would be desirable, they are also unlikely. Their response also suggests that the club officers are the only ones responsible for and who can initiate change.



Obviously these Toastmasters have never heard of Hank McKay. Hank McKay was instrumental in determining that the Top O' the Morning Club (the club I later joined) wasn't going to be a club that professed communication and leadership development and then provided something less. He sincerely believed that the Toastmasters program could help people develop communication and leadership skills, self-confidence and self-esteem. But Hank did more than idealize--he transformed those ideals into reality.

You might think Hank McKay put a lot of work into helping build the club into what it is today. He didn't. Other than carrying out his assignments, which is nothing more than any other conscientious member would do, Hank's additional contribution to making the club what it is totaled 15 seconds per year. That's right--15 seconds.

The Top O' the Morning Club was similar to many clubs throughout our organization. The club would go through cyclical patterns but with a definite downward trend in average membership and quality of meetings. The situation would deteriorate to the point where less than a dozen members would attend the meeting, one or two speakers wouldn't show up, and the evaluations would be shallow.

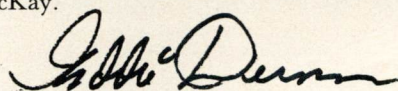
It would be at one of these "low point" meetings when Hank McKay would ask the president for permission to make a comment to the club. Hank would then stand, pause for a moment, and say, "I have neither the time nor the inclination to be a member of a mediocre organization." He would then look around the room at each of us and sit down. The impact of that 16-word speech is hard to describe, but its message was clear.

What was interesting is that the club executive committee, which prior to Hank's comments couldn't find the time to meet at least once a month, all of a sudden *found the time* to meet. For the next several months, club attendance would be strong, all of the speakers would show up and be prepared. The evaluations were meaningful. We left meetings knowing that the hour and a half was well spent.

I don't worry that Hank McKay isn't active anymore--he doesn't have to be. He instilled a standard of performance that becomes an expectation for every new member. He established a club norm that still exists after nearly 20 years.

Hank has taught me and many others that a club can be just as enjoyable, strong and rewarding as the members want it to be. Clubs can change, and you don't have to be the club president or even an officer to help set the standards for a club.

I wish all clubs could have a Hank McKay.



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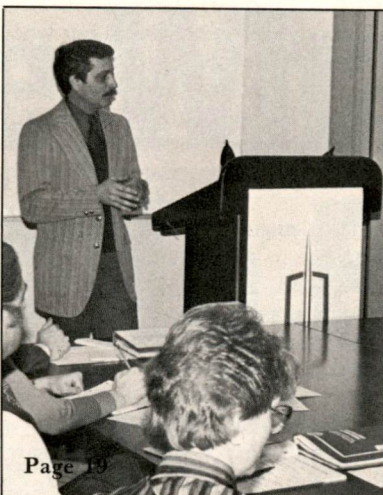
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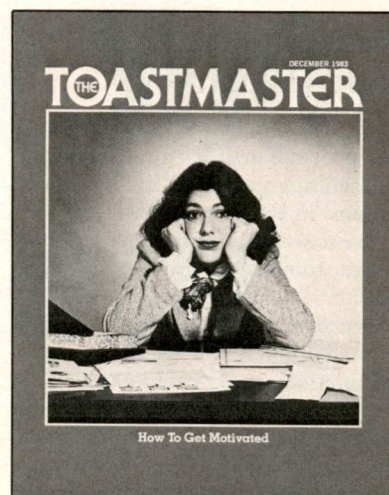
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Anatomy of a Winning Speech

by Roy Fenstermaker, DTM



COVER

Think for a moment about all of the successful people you know. Chances are they all have at least one character trait in common: They're highly motivated. In this month's cover story, Eric Levy tells how you, too, can get motivated and become successful.

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LETTERS

More Tips For Good Grammar

I wish to compliment you on the inclusion of the article "Tips for More Precise Language Use" by Ruth Eddington, in the September issue. We as Toastmasters need more of this type of educational article. An effective speech in all but correct grammar loses a great deal.

I realize that a more complete list of grammatical errors could easily fill a book, but I wish the author had included a few more of the more widely heard and seen mistakes.

For example, it is seldom that I hear the word *only* used correctly. This word seldom modifies a verb in its correct use, yet we hear and see *only* used to modify a verb. An incorrect example: "I only needed three more." Correct: "I needed only three more." Another: The word *got* is used following the verb *have*, and this is incorrect. An incorrect use is: "I have got to do it." It should be: "I have to do it."

While all of the redundancies mentioned in the article are excellent, a far more prevalent one heard is "first of all," or the use of a superlative such as most, best, warmest, hottest, coldest, etc., followed by "of all."

We must be aware of what we do incorrectly before we can correct our mistakes, and I would like to see more articles of this nature in our magazine.

*Del Morgan
Globe, Arizona*

Ruth Eddington did an admirable job overall in her article on precise language use in the September issue. It was a shame she had to spoil an otherwise fine performance by committing an egregious error herself. Then the editor got into the act by taking that one error and setting it in headline-sized type where everybody would be sure to see it.

Ms. Eddington tells us that "the object *comprises* or is *comprised* of the parts." Only half right. It's true that the whole *comprises* the parts, but it is *composed* of the parts. It is always wrong to say *comprised of*.

I don't mind so much when

somebody misuses a word, but when an article devoted to precision in language advocates the misuse, I get restless. Enough people are already abusing the word *comprise* without Ms. Eddington encouraging them to keep it up.

If the misuse becomes widespread enough, it may someday become established. That day has not yet arrived, however, and at this point *comprised of* must still be considered illiterate.

On the difference between *comprise* and *compose*, see *Modern English Usage* by Wilson Follett, *A Dictionary of American-English Usage* by Margaret Nicholson, *Words Into Type* and *The American Heritage Dictionary of the English Language*.

*Gary Sumner
Atlanta, Georgia*

Handling the Unfriendly Meeting

Just a line to let you know how helpful the article in your September issue was (and is) to me.

"The Hostile Business Meeting" by Russell Kelly gives invaluable hints for any meeting. Thank you for including it.

*Alice Ryperis
Santa Barbara, California*

A Simple Explanation For Club Dropouts

When something goes wrong, we always tend to look for the most complicated reasons. Top management in industry often does it. Past President William Miller has also done it. He suggests so many no doubt valid, but oh such problematical reasons for the high dropout rate in Toastmasters ("It's Time To Cut Our Losses," June issue).

My belief is that there is a much simpler reason.

The answer is that many people struggle to find material about which to make speeches beyond project four or five. They shouldn't, but they do.

The icebreaker is about "myself."

Why? Because everyone has a "myself" to talk about. From project two onward it becomes progressively more difficult for more and more people to find topics which they can turn into speeches complying with the demands of each new project in the Communication and Leadership manual.

There's hardly a soul among us who cannot, reasonably easily, find enough material for speeches up to projects four, five and six.

From seven onward some of us begin to find it heavy weather. Here we begin to founder.

It is this weakness in character, this lack of determination, this refusal to take the time to work at it that results in the dropout.

This is the saddest part. These are the people who needed Toastmasters most.

If established clubs have not helped them to overcome the weakness, to whip up the determination, to convince them that the time spent is worthwhile, perhaps it is the clubs who have failed. I'm not sure.

I feel that the dropout is as natural as the Rocky Mountains.

*Cecil Holmes
Pietermaritzburg, South Africa*

A Speech Goes Into Print

In June I gave a talk at Toastmasters.

I then read an article in The Toastmaster about getting your article published ("Call Me Author," June issue).

In August I rewrote the speech and sent it off.

In September it appeared in the New York Times in two parts, on two succeeding Sundays.

I owe a great deal to Toastmasters for this publication opportunity, and this includes the magazine. Please extend to the author of the article my thanks for his help. And thanks for the help you have given me!

*John Schreiner
Minneapolis, Minnesota*

Praise What You Want To Raise

by Vivian Buchan

The renowned painter, Benjamin West, gave his mother credit for setting his feet on the pathway to fame. He recalled an incident that happened when, as a child, he and his sister, Sally, were alone one afternoon. With his mother away, little Benjamin thought it an ideal opportunity for exploration. When he discovered a cache of colored ink, he decided to become an artist. And he posed Sally as his first subject for a portrait.

He had almost repainted the entire kitchen along with his masterpiece when his mother came home. Ignoring the unholy mess, she said, "Why, that's Sally!" as she looked at the picture. Then she leaned down to kiss her son.

He said, "My mother's kiss that day made me a painter."

Too Easy

Since we treasure the times when we were praised for something we said or did, why don't we praise others more often than we do? Why is it so easy to make critical, fault-finding and hurtful remarks when with the same amount of time and breath we could have made some kind, positive comment?

Do a little survey on your behavior for one or two days. Count the ratio of negative comments you made to the positive ones. If you're like most of us, you'll find the negative remarks outweigh the positive ones. And yet it takes time--sometimes a lot--to forget the unkind and needless remarks that really wounded our feelings.

We could paraphrase the old adage and say that an ounce of praise is worth a pound of apologies for something we've said or done that hurt someone dreadfully. Negative comments are like nails in a board. You can pull out the nails with apologies but the holes are still there

to remind the person of the unkind remarks or deeds.

We're all eager for approval and acceptance, and we sometimes go to extreme lengths to be noticed and appreciated. Sometimes just being noticed at all is better than being ignored. Take a child, for example, who's not getting enough attention. He may become so desperate to be noticed that he'll resort to extreme naughtiness just to attract attention. Even punishment is preferable to being ignored. And we adults are much the same way, only we go about it more subtly.

The need for attention is so great that we go after it one way or another. Someone once said that the opposite of

THE OPPOSITE OF LOVE ISN'T HATE; IT'S APATHY.

love isn't hate, it's apathy. And what is more demeaning than apathetic responses to overtures we make in an effort to be friendly or loving?

Let's take Linda as an example. She is a secretary who was raised by praise to a top-level position as executive secretary in a large corporate law firm.

When she was new on the job, she was nervous and insecure. But she was very eager to please her boss, and she was alert and intelligent. Because she was so anxious to do well, she typed very slowly, but very accurately. Nonetheless, she was always behind in her production and always late getting assignments completed.

Her boss liked her, and he didn't

want to fire her. But he knew something had to be done if Linda was to make the grade. A less sensitive and astute man would have made derogatory remarks which would have aggravated an already aggravating situation.

Instead of approaching Linda from a negative viewpoint, he took a positive approach. "Linda, you're the most careful and accurate typist I've ever had. If you had more speed, you would wind up at the top of the secretarial staff."

He continued to praise her accuracy without making any comments on her slowness. Within a few weeks, however, he noticed that Linda was getting out her work a lot faster and just as accurately as ever.

One day he said, "Linda, you have certainly improved your typing speed. I'm delighted to see how quickly you get your work done with the same accuracy as always."

"Thank you," Linda replied. "I decided to take some refresher courses at night school to upgrade my speed. I'm glad you've noticed the improvement in my work. I appreciate the chance to improve my production."

As a rule, we don't improve with scoldings or naggings. We're far more apt to seek improvement if we're praised and encouraged. Augustus Hare once said, "The praise of others may be of use in teaching us... not what we are... but what we ought to be."

The Right Kind

Criticism tends to generate resentment and hostility, which lessens self-confidence and thus effectiveness. Encouragement and appreciation, on the other hand, motivate us and create enthusiasm for self-improvement.

But praise can't be just any old kind

of praise. It is important that it be the right kind given in the right way at the right time and for the right reasons. And here is how that's done.

• **Praise performance, not personality.** Praise someone for conduct or achievement rather than personality or appearance. It makes people uneasy to be praised for their physical characteristics because they fear they may not always live up to expectations. This is especially true if the praise comes from someone who is usually hostile or overcritical.

• **Praise people for the success they create for themselves.** Don't praise inherited attributes over which a person has little control or responsibility. For example, praising a woman for a melodious voice can make her conceited. It's better to praise her for the warm and intimate way of speaking or the quiet and composed tone of voice she used in a controversial discussion. Your praise of her behavior will generate more respect for the praise than comments on a voice she probably was endowed with.

• **Praise efforts not just accomplishments.** Praise people for honest attempts to achieve a goal. Your praise for having tried will motivate the person to strive even harder. Just having someone appreciate what we've tried to do is a heartwarming attention that gives us the incentive to work even harder. Children need encouragement and praise when they've mastered a new skill, even something as simple as putting on their own shoes.

• **Praise sincerely.** You fool nobody with insincere or phony flattery. Nothing backfires more quickly than hollow or superficial compliments. Richard Steele, British essayist and dramatist, said, "When you praise, add your reasons for doing so; it is this which distinguishes the approbation of a man of sense from the flattery of the sycophants and admiration of fools."

• **Praise initiative.** Appreciate the person who goes the second mile without being asked, the person who quietly assumes responsibilities for undertaking unpleasant chores, the one who accepts an unpopular assignment without whining or grouching. People like these, far too few in number, need recognition and commendation--and often fail to receive it. The very qualities that we prize in such people will be enhanced and increased by the praise so justifiably theirs. And which, nine out of 10 times, they're astounded to hear.

• **Praise right now.** The sooner you praise someone, the more it means. Spontaneous compliments are usually very sincere and they reinforce the exhilaration the person may be experiencing in that first glow of success or accomplishment. For instance, right after you've made what you feel is a good speech, doesn't it mean more to have people comment on how much they liked it?

• **Express it in many ways.** You can stop what you're doing to make a complimentary remark, take time from your job to listen to someone who needs to talk to you, or just wants to. You can mention some specific thing the person did either in a note or over the telephone. You can speak in a

what Adlai Stevenson said about compliments: "Flattery is okay if you can handle it. It's like smoking cigarettes. Quite all right, as long as you don't inhale."

• **Don't belittle praise.** If someone says, "That's certainly a good-looking jacket you're wearing today," don't reply, "This old thing? I bought it at a sidewalk sale two years ago."

Remarks like this belittle the praise as well as the person because it makes the person commenting on the jacket feel like he's from nowhere as far as taste in clothes is concerned.

If you're not hearing as much praise as you'd like to hear, praise yourself for not hearing criticism or complaints. Some days you probably

REMEMBER, IT'S THE SQUEAKING WHEEL THAT GETS THE GREASE, WHICH DOESN'T MAKE THE SQUEAKING WHEEL ANY MORE LOVABLE.

warm and friendly tone of voice accompanied with a sincere smile.

Accepting Praise Graciously

Now, there's another side to praise. It's how to receive praise and handle compliments with poise and dignity. There's an art to graciously accepting compliments which a lot of people have never mastered. Do you get flustered and embarrassed when someone pays you a compliment?

One of the simplest and most appropriate responses to a compliment or praise is to smile and say, "Thank you. It means a lot to me to hear *you* say that."


There's a subtle compliment embodied in that sentence, too, for the emphasis on *you* implies that the person's comments mean more because of who is making them.

• **Don't try to repay the compliment.** If you begin swapping compliments like children in a contest to see who can come up with more flattering remarks, it will be a childish exercise in hypocrisy.

• **Don't let compliments go to your head.** Consider a compliment as a motivational spur to encourage you to do or be better. Think more about how you can improve and start to work on ways to do that. Remember

wonder if anyone ever notices or even cares how you're doing. Remember, it's the squeaking wheel that gets the grease, which doesn't make the squeaking wheel any more lovable. The people creating the problems do get the attention because they create situations that require the attention, negative though that attention may be.

Praise is so sorely needed in this overly critical and negative world that you can put some joy into the lives of others by praising what they do that is praiseworthy-- and almost anyone except a downright misanthrope does something praiseworthy once in a while.

Try praising what you want to raise and see if the rewards aren't gratifying and elevating, both for you and for the people you praise. 

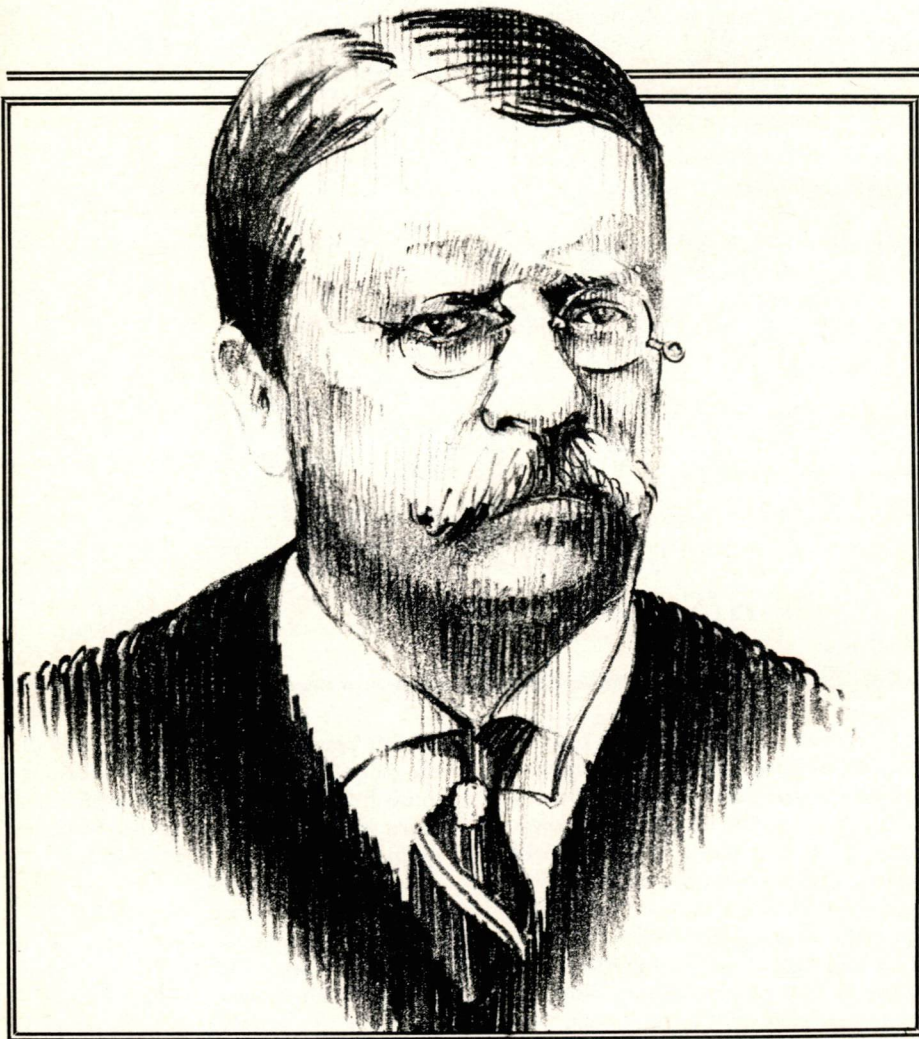


Vivian Buchan, a frequent contributor to **The Toastmaster**, has published more than 400 articles in 75 publications. A resident of Iowa City, she is a former member of the

faculty of the University of Iowa, where she taught expository writing, public speaking and literature.

THEODORE ROOSEVELT: Speaking From the Heart

by Paul Cathey, ATM



Theodore Roosevelt said, "Speak softly and carry a big stick, you will go far."

However sound this is as a national policy, Teddy couldn't follow it in his public speaking. His voice was loud and shrill. In his youth he suffered from a stammer.

Like many Toastmasters, he had to struggle to overcome his many defects. Yet he eventually became an extremely competent speaker--well able to get his message across with vigor and enthusiasm. He became so good, in fact, that in the presidential campaigns of 1896 and 1900 he was able to compete, speech for speech, with one of America's greatest orators--that silver-tongued spellbinder, William Jennings

Bryan.

As a youth Roosevelt worked hard to improve his speech just as he worked hard to build up his body. He was sickly and delicate as a child, racked by severe attacks of asthma.

His perceptive father told him, "Theodore, you have the mind, but not the body. You must make your body." Through a program of exercise and later through outdoor living as a cowboy, rancher and hunter, Roosevelt developed a massive chest. Those massive chest muscles, together with the text of a speech in his breast pocket, probably saved his life when he was shot in 1912. Roosevelt not only refused to go to the hospital, he delivered the speech, using a text rip-

ped through with a bullet hole! And, as usual, he gave it well.

Distracting Mannerisms

Roosevelt's early speech defects became apparent to others when, after graduating from Harvard, he entered politics. Elected to the New York State legislature in 1882, he relied on his enthusiasm and his zeal for governmental reform, to overcome the amusement that greeted his early, halting speeches.

One of his biographers, David McCullough in *Mornings on Horseback*, recalls that time this way: "As at Harvard, the impression among many was that he had a speech defect of some odd kind. Issac Hunt (another young legislator) was sure of it. 'He would open his mouth and run out his tongue and it was hard for him to speak.'

"The New York Sun called it a Dunreary drawl, to go with his English side-whiskers. When in his first speech, he used the expression 'rather relieved,' it was printed in the Sun as a 'r-a-w-t-h-e-r r-e-l-i-e-v-e-d.'

"Wishing to gain attention on the floor he would stand at his place, stretching far forward over the desk, calling, 'Mr. Spee-kar! Mr. Spee-kar,' his voice often shifting suddenly from tenor to penetrating falsetto.

"Roosevelt wrote his mother, 'I do not speak enough from the chest, so my voice is not as powerful as it ought to be.' "

His public speaking ability gradually improved, but he was never able to entirely eliminate these mannerisms. But some of them, such as leaning toward his audience, actually improved his audience appeal when he became a national leader.

His energy, his enthusiasm, his extravagant gestures, all made his audience identify with him. He became one of them. They forgot how he spoke. They remembered what he said.

Another biographer, Edmund Mor-

ris, in *The Rise of Theodore Roosevelt* describes how Roosevelt appeared in his mature years.

"His ample mustache does not entirely conceal a large, pouting underlip, on the rare occasions when that lip is still. Mostly, however, the mustache gyrates about Roosevelt's most celebrated feature--his dazzling teeth.

"At first sight the famous incisors are, perhaps, disappointing, being neither so big nor so prominent as the cartoonists would make out. But to watch the president talking is to be hypnotized by them.

"White and even, they chop every word into neat syllables, sending them forth perfectly formed but separate, in a jerky staccatissimo that has no relation to the normal rhythms of speech. The president's diction is indeed so syncopated, and accompanied by such surprise thrusts of the head, that there are rumors of a youthful impediment, successfully conquered.

"His very voice seems to rasp out of the tips of his teeth. 'I always think of a man biting tenpenny nails when I think of Roosevelt making a speech,' says an old colleague. Others are reminded of engines and light artillery. Sibilants hiss out like escaping steam; plosives drive the lips apart with an audible *plff*.

"Hearing him close up, one can understand his constant use of 'de-lighted.' Phonetically, the word was made for him with its grinning vowels and snapped-off consonants."

Earlier in Roosevelt's life his colleagues in the New York Assembly saw him as a "Light-footed, agile, nervous, yet prompt boy with light-brown, slightly curling hair, blue eyes and an eyeglass, and ready to rise and speak with a clear, sharp, boyish voice." But as Ike Hunt noted, "What he said was right."

He made more of an impression than he did in his first speech when, two years later, he spoke on a bill designed to give the mayor of New York greater power. He was still having trouble with his *p* sound, but following the idea that if you have a lemon make lemonade, he used it to his advantage.

Says biographer Morris, "One sound in which Roosevelt specialized--and which traveled well in the cavernous Assembly chamber--was the plosive initial *p*. He made full use of it in this speech, and since he stood in the back row, one can only feel sorry for the assemblymen in his immediate vicinity."

In the following passage from his speech note how many words start

with a *p*. "I will ask the particular attention of the House to this bill. It simply proposes that the mayor of the city of New York shall have absolute power in making appointments. . . . At present he has this curious condition of affairs. The mayor possessing the nominal power and two or three outside men possessing the real power. I propose to put the power in the hands of the men the people elect. At present the power is in the hands of one or two men whom the people did not elect."

Successful Speech

Roosevelt made his first national impact as a speaker when he was a delegate to the Republican Party convention in Chicago in 1884. He spoke

the greatest who ever lived in the White House until now. During his life he turned out 23 books on history, natural history, biography and political philosophy, as well as essays, scientific articles and literary reviews. He wrote about 50,000 letters.

His speeches are well written. And he generally used words his listeners could easily grasp. He coined many words that had a life beyond their initial use such as "the square deal" and "malefactors of great wealth."

Here's how he described his "square deal" in a speech in Kansas in 1910:

"I stand for the square deal. But when I say that I am for the square deal, I mean not merely that I stand

“I HAVE A MESSAGE TO DELIVER,” HE SAID, “AND WILL DELIVER IT AS LONG AS THERE IS LIFE IN MY BODY.” FOR AN HOUR AND A HALF HE HELD THE PLATFORM WITH A BULLET IN HIS BODY.

in a successful effort to elect a black man, John R. Lynch of Mississippi, as temporary chairman of the convention.

Roosevelt, trying with effort to keep his body from shaking, said in a shrill voice, "It is now, Mr. Chairman, less than a quarter of a century since, in this city, the great Republican Party organized for victory and nominated Abraham Lincoln, of Illinois, who broke the fetters of the slaves and rent them asunder forever.

"It is a fitting thing for us to choose to preside over this convention one of that race whose right to sit within these walls is due to the blood and treasure so lavishly spent by the founders of the Republican Party."

The speech, interrupted six times for applause, was praised as "neat and effective, blunt and manly" and it helped Lynch win the post.

You do not often find such colorful phrasing and dramatic imagery in Roosevelt's speeches. He did not often employ the florid phrases and flowery language of such earlier great orators as Clay and Webster. That style had gone out the window by Roosevelt's time.

Teddy was a great writer--perhaps

for fair play under the present rules of the game, but that I stand for having those rules changed so as to work for a more substantial equality of opportunity and of reward for equally good service. . . ."

"When I say I want a square deal for the poor man, I do not mean that I want a square deal for the man who remains poor because he has not got the energy to work for himself. If a man who has had a chance will not make good, then he has got to quit. . . ."

"...Our government, national and state, must be freed from the sinister influence or control of special interest. . . . We must drive the special interests out of politics. That is one of our tasks today.

"Every special interest is entitled to justice--full, fair and complete. But now, mind you, if there were any attempt by mob violence to plunder and work harm to the special interest, whatever it may be, that I most dislike, and the wealthy man whomever he may be, for whom I have the greatest contempt, I would fight for him, and you would if you were worth your salt. He should have

justice.

"For every special interest is entitled to justice, but not one is entitled to a vote in Congress, to a voice on the bench, or to representation in any public office. The Constitution guarantees protection to property, and we must make that promise good. But it does not give the right of suffrage to any corporation."

The national Republican Party could hardly ignore Roosevelt as vice presidential timber in 1900 after he had been, successively, a civil service commissioner, a police commissioner and mayor of New York; an Assistant Secretary of the Navy; a hero of the Spanish-American War; governor of New York State, and an ardent campaign speaker in William McKinley's election in 1896.

But not everyone in the Republican Party was enthused about his popularity. Among those least enthused was Mark Hanna, the Ohio senator and political boss who had masterminded the election of the colorless, poor-speaking McKinley four years before.

Hanna called Roosevelt "that damned cowboy." And, in opposing Teddy's election as McKinley's running mate in 1900 he angrily declared, "Don't any of you realize that there's only one life between this madman and the presidency?"

Nevertheless, Roosevelt was nominated as vice president. And Hanna did recognize that Roosevelt had one thing McKinley lacked--the ability, the energy and the desire to take on McKinley's opponent, the silver-tongued William Jennings Bryan--in a tough speaking campaign. After all, Roosevelt, along with others, had done it in 1896.

So while McKinley, as he had in 1896, followed Hanna's orders and sat home in Ohio greeting visiting trainloads of voters with platitudes from his porch, Hanna sent the youthful Roosevelt to trail after the glib, youthful Bryan whistle-stopping across the country. And Teddy loved it, just as he had in 1896.

This is how biographer Morris describes the speech tour in 1896: "Roosevelt more than justified Hanna's faith. Oversimplifying brilliantly, as he sped from whistle-stop to whistle-stop, he spoke in parables and banished an array of homely visual symbols, including gold and silver coins and odd-sized loaves of bread. ('See this big one. This is an eight-cent loaf when the cents count on a gold basis. Now look at this small one...on a silver basis it would sell for over nine cents...')"

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Roosevelt made his greatest speech at the Chicago Coliseum, where three months before Bryan had made the famous "cross of gold" speech.

Says Morris, "As always, the harshness of Roosevelt's words was softened by his beaming fervor, the sophomoric relish with which he pronounced his insults. For two hours he talked on, juggling his coins and loaves, grinning, grimacing, breathing sincerity from every pore, while the son of Abraham Lincoln sat behind him applauding, and the great hall resounded with cheers.

"On his way home across Michigan, Roosevelt traveled so closely behind the campaign train of Bryan that he was able to gauge local reactions to him at first hand. In one town he actually caught up with Bryan and stood incognito in the crowd listening to him speak. Although there was no denying the beauty of the voice, nor the power of the eagle eye and big, confident body, he sensed the average voter was curious rather than impressed."

Strong as a Bull Moose

In all, he traveled 18,000 miles,

speaking to about 5 million people. He repeated this performance in 1900.

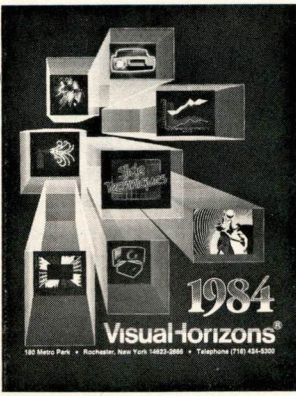
Before the tour began that year he wrote Hanna, "I am as strong as a bull moose and you can use me up to the limit, taking heed of but one thing and that is my throat. Two years ago in the New York campaign (for governor), I only managed to hold out just barely to the end and could not have spoken for three days longer.

"Of course then I had to make some 300 speeches in four weeks and carry the whole campaign on my own shoulders, so the case is not the same now. Still I do not want my throat to give out." It didn't.

After he left the presidency in 1908, Roosevelt felt his political career was over. But he was on the campaign trail again in 1912 as the candidate of the third party Progressive (Bull Moose) Republicans.

In the three-way battle with Republican William Howard Taft and Democrat Woodrow Wilson, Teddy came in second behind Wilson. While campaigning in October, Teddy gave one of his most unusual speeches with a bullet in his chest!

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Stefan Lorant in *The Life and Times of Theodore Roosevelt* says, "As Roosevelt was leaving a hotel in Milwaukee to make a speech, he was shot by an insane fanatic... Though Roosevelt had no knowledge as to the seriousness of his wound, he refused to go to the hospital, but drove on where the people waited for him. 'I will make this speech or die. It is one thing or the other.'

"Reaching the platform, he told the assembly in a whispering voice, 'I am going to ask you to be very quiet and please excuse me for making a long speech. I'll do the best I can, but there is a bullet in my body.'

"It was one of the great dramatic moments of his life and he played it to the full. 'I have a message to deliver,'

"EVERY SPECIAL INTEREST IS ENTITLED TO JUSTICE, BUT NOT ONE IS ENTITLED TO A VOTE IN CONGRESS."

he went on, 'and will deliver it as long as there is life in my body.'

"The audience was under his spell. 'I have had an A-1 time in life and I am having it now,' he kept on, charging that it was a very natural thing that weak, vicious minds should be inflamed to acts of violence by the kind of awful mendacity and abuse that have been heaped upon me...'

"For an hour and a half he held the platform while the bullet was in his chest." Then he went to the hospital. The doctor who operated on him declared, "He is one of the most powerful men I have ever seen laid on an operating table. The bullet lodged in the massive muscles of the chest instead of penetrating the lung." It had also gone right through the text of his speech!

In a special issue of Time magazine entitled "The American Presidents," the page on Roosevelt sums up his political philosophy and his delivery this way: "His eyes would ignite behind the steel-rimmed spectacles, his fists clench, his mustache bristle. His high voice propelled ballistically, 'And, oh, my fellow citizens, each-one-of-you

carries on your shoulders the burden of doing well for the sake of your own country--and of seeing that this nation does well for the sake of mankind.'

"Roosevelt mobilized the American people to help put down robber industrialists and radical labor leaders precisely so he could protect--and project--both U.S. business and U.S. labor as U.S. institutions.

"There had been a riot of "individualistic materialism" and "malefactors of great wealth," but for doubt there would be faith, for "don't care" there would be dedication, and America for all time would be the land of opportunity to which the golden gates would never snap shut. America would become a new kind of country in which Americans would align never between section and section, never between creed and creed, and never, thrice never, between class and class, but--that--the--line--be--drawn--on the line of conduct.'

"Finally, Theodore Roosevelt was the first U.S. president not only to envision but to enact measures for the conservation of national resources: "I do not recognize the right... to rob, by wasteful use, the generations that come after us."

Roosevelt's voice was stilled by death in 1919, but before that one of his sons, Quentin, was killed in World War I. Two more were to die in World War II.

Shortly after Quentin's death, Roosevelt had to give the keynote address at the Republican State Convention in Saratoga, New York. He spoke well, but in the middle of his speech his grief for his son made him put aside his text and say, in part, "When these gallant boys, on the golden crest of life, gladly face death for the sake of an ideal, shall not we, who stay behind, who have not been found worthy of the great adventure, shall not we in our turn try to shape our lives so as to make this country a better place to live in for these men, and for the women who sent these men to battle and for the children who are to come after them?"



Paul Cathey, ATM, is a member of Independence Club 1907-38 in Philadelphia, Pennsylvania, and former governor of District 38. He is a writer and editor, and has been a Toastmaster since 1958. Mr. Cathey is a frequent contributor to **THE TOASTMASTER.**

THE SECRET IS THE ACTION YOU TAKE.

HOW TO GET MOTIVATED

by Eric Levy

Jerry Towers had been practicing law for 11 years. During that time, he realized he often charged clients for services that they were capable of handling themselves. He wasn't about to tell paying customers they were wasting their money, since those fees helped pay his mortgage. Yet he couldn't help but feel he was victimizing people.

He spoke with several friends who were also lawyers, but not one could sympathize with his point of view. He heard one cliché response after another: "Don't rock the boat." "Go with the status quo." "It's our bread and butter." One peer who went so far as labeling Jerry crazy for his ideas was the one who had been in practice the longest. He was known in the trade as "Fat Cat" Farber, a man who had actually done nothing to expand his life past the point of obtaining a law degree. He did the same thing every day, in the same office, for half his life. Jerry did not visualize the same scenario for himself, but he didn't know how to stop it.

The answer came to him in a bookshop. While browsing through the section on law, he saw texts that were too complicated for the layman, and commercial publications that were not comprehensive. Not one book explained the legal procedures any individual could handle himself. Jerry Towers saw the need for such a book, and he knew he was the man to write it.

Four years passed before Jerry saw his name on bookjackets in stores throughout the country. Though it took longer than he anticipated and the work was more difficult than he ever believed it could be, Jerry Towers did it. He accomplished an ambitious goal despite all obstacles.

Different Goals

What sets Jerry Towers apart from his colleagues? First, his colleagues have different definitions of success. "Fat Cat," who has been handling

divorces, wills and lawsuits for 30 years, judges himself successful because he is in a profession that is well respected, admired and sometimes envied. He makes a great deal of money performing services that by now he could do with his eyes closed. He has put three children through college and has made his wife very happy



with their beautiful home, country cottage and boat. He is very comfortable with little to worry about, and this, he knows, is success.

Jerry Towers had just started to send his first child through college when the restlessness began. He could not derive the same sense of accomplishment from comfort and riches as his elder colleague. He felt he was staying in the same place, not doing anything to enrich his life. Jerry's definition of success was accomplishing a challenging goal that would alter his life for the better.

In general, success is getting what you truly want, according to Dr. Martin Gallatin, sociologist and lecturer. "Most people seem to be just passing through life," he says. "Each day they say they're going to do something else, but they don't. After years, nothing happens in their lives. They never get the right degree of motivation."

Success can be reached at the same point where motivation ends. "Fat Cat" Farber earned his nickname from growing wealthy and overweight

by sitting behind a desk pushing around paper and using a rubber stamp. "Fat Cat" has no intention of seeking out new challenges. He has no goals.

Defining specific goals, says Gallatin, is the first step to becoming a motivated person. It is important for the object of the goal to be engrossing--something you will not mind going out of your way to accomplish. If you're like many people who have fallen into a lifestyle that provides little fulfillment, ask yourself two questions: "Am I going to do the same thing I've been doing for the rest of my life?" And, "What do I really want?" Your goals may be easily identified--you just need to act on them. If your goals are less defined, then make a list of what you like and don't like, and work out your goals from that.

Mrs. Janet Simmons had planned for her success to come in the form of motherhood. She married a man who could supply a good home and would be a good father. When she was ready for a family, however, she found out she was unable to have children. Adoption services were not the answer, since she wanted an infant and the waiting list for babies was long.

That long wait turned into a nightmare for Mrs. Simmons, who sat at home mourning her loss. When a neighbor suggested Mrs. Simmons babysit for her toddler several days each week, Mrs. Simmons reluctantly agreed. As her spirit improved, Mrs. Simmons considered the need in her community for a pre-school center for children with working parents. She became determined to create a pre-school center. Her motivation was strong enough--she loved taking care of children. She hired some assistants and opened a storefront pre-school.

Mr. Simmons wasn't accustomed to his wife leading a life apart from what

he saw as the commitments of their marriage, and he attempted to block her efforts. What kept Mrs. Simmons from becoming discouraged was a firm belief in what she had chosen to undertake. No reason should be good enough to get in the way of getting what you want, says Dr. Gallatin. You must expect that it is entirely possible to achieve what may seem at first as the unachievable. "Why invest so much time and effort?" and "You'll never be able to do so much," and similar pessimisms have caused many a goal-seeker to give up. Mrs. Simmons and Jerry Towers were able to maintain courage despite the emotional outbursts of negatively thinking people, what Dr. Gallatin considers temporary roadblocks to success.

Personal Sacrifices

Achieving goals will involve sacrifice. Mrs. Simmons sacrificed her role as a 24-hour-a-day wife for that of part-time businesswoman. Jerry Towers lost many hours of potential legal fees for a gamble with a venture he believed could work. "When you give something up," Gallatin explains, "you have a vested interest in getting your investment back. If you don't give up anything, people tend not to bother."

Without this internal drive, a person will not reach success, Gallatin points out, but the nuts and bolts involved in reaching out to others is also of utmost importance. Starting a business, writing a speech, improving social skills or any other goal requires information. Researching the mechanics of a goal motivates because it acts as the fuel for the idea. It turns the idea into

business with the aid of students she had met at the school who were majoring in elementary education.

Enthusiasm cannot override the necessity of learning the ins and outs of a project goal. It is necessary to map out a plan of action, to discover what is the most effective means of getting what you want. Jerry Towers became discouraged when publishers

“MOST PEOPLE SEEM TO JUST PASS THROUGH LIFE. EACH DAY THEY SAY THEY’RE GOING TO DO SOMETHING ELSE, BUT THEY DON’T.”

a reality. Mrs. Simmons' first attempt at a pre-school center failed because she tried to run everything herself and discovered she was being taken advantage of by local businessmen. The school was closed and Mrs. Simmons went back to school to take business courses. She made contacts who gave her invaluable advice, and she finally reopened a manageable and successful

told him his writing was too rigid, that he sounded too much like a lawyer talking shop--just what he wanted to avoid. So he enlisted the aid of a professional writer at a public relations firm whom he had dealings with through his law practice. Towers' enthusiasm and detailed proposals impressed the writer, which resulted in a successful collaboration.

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Yet once we've failed at a goal, it's very difficult to approach it again. Motivation is often lost; success seems impossible. If the self-confidence, enthusiasm and foot work all appear to be going full steam but you're still standing still for a long period of time, Gallatin says the problem may be unrealistic goals.

That's not to say that if your deepest desire is to become a lead in a Broadway musical, you shouldn't go after it. But if the only experience you have is as a singing daffodil in a grade-school presentation, the first goal should be easier--perhaps obtaining the recognition of a top singing instructor. Then create goals that present more demanding challenges to your increasing expertise. Mrs. Simmons recognized her error in jumping into the business world without the necessary knowledge, so she went back a step in her plan and made her goal a more realistic one. By formulating unrealistic goals, Gallatin suggests, a person may be setting himself up for failure by declaring his ability to achieve a hopeless situation.

People set up an endless path of roadblocks on the way to success. The most common excuse Gallatin says he hears is the dogmatic phrase, "This is how I am." If a housewife lacks energy, she believes it's an unalterable part of her metabolism. She may be surprised to learn that a change in diet and exercise can change the way she feels. An unsuccessful businessman still blames his bad childhood for his insecurities. A lack of motivation from parents does make it difficult to be a motivated adult, but the past doesn't dictate the present. "Instead of complaining about obstacles in life," Gallatin says, "ask, 'What can I do to overcome them?'"

The answer is action. People can get too caught up in pep talks about motivation without ever applying it to their lives. Gallatin has seen too many people attending his numerous lectures on motivation and self-improvement without making any useful moves to enhance their lives. After reading this article, Gallatin suggests asking yourself, "How will I use this information to make my life more meaningful?"



Eric Levy is a writer based in Howard Beach, New York.

JUST for LAUGHS

Where To Get Material by Gene Perret

"In the beginning was the word." That sentence not only begins the Bible, but also every worthwhile project that appears on movie or TV screens. The script is the starting point. Performers can't begin to prepare for a role until they read what they are preparing for. No director can plan his shots until he knows what he is shooting. Producers can't cast supporting roles until they read what the characters are like. It all begins with the words.

Our speeches, too, must start with an idea. Then that idea takes on a communicable form with words. So, too, if we're going to add some humor to our speeches, we need material. Where do we find it?

I'll list several sources of material and ways of utilizing them.

- Listen to other humorists. Obviously one advantage of listening to other humorists is that you can gather material that works for them. However, there are other less plagiaristic advantages, too.

Hearing their funny stories will remind you of your own. Have you ever been to a party where someone begins telling jokes? You can't think of one. Then someone begins a long story, and as he rambles on, you're reminded of one of your own that may be totally unrelated to the first. Soon you've got stories backed up, just waiting for a break in the conversation so you can wow them. That's what may happen as you listen to others.

Hearing their stories may inspire parallel stories of yours. For instance, someone may tell an hilarious story about having to return a defective toaster. This reminds you of a funny experience you had when you had trouble returning a vacuum cleaner. There's no way you can be accused of plagiarism, but your story would have remained in the mothball section of your memory if you hadn't listened to this other tale.

Another's stories may inspire you to parallel them. In the joke writing profession, we call this "doing a switch." We take a joke, story or sketch and use the same basic form but with different ingredients. As an example, one night several of us on the Carol Burnett staff went out to dinner. Our waitress had another waitress with her constantly. We asked about it and were told that the second girl was learning the trade. The next day we wrote a sketch about a bank robber who brought along an apprentice bank robber. Unfortunately, the teller he was robbing also had a trainee on the job. Finally, the police arrived. It was a policeman and his helper. We actually did three switches on the original premise.

You can do this, too. If someone tells a good doctor story, it might work just as well when told about lawyers or carpenters.

- Use joke books and joke services. Any book store will have many titles offering collections of jokes and stories for speakers. Admittedly, most of the material in there is not usable, but some of it is. The trick is finding the material you need fast.

Of course, these books are usually indexed, so you can go right to the topic you want. Mark those jokes that show promise. Gradually, you'll change this mass of material into a personal joke file. You can turn to any subject and find the jokes you like quickly.

The joke services and newsletters provide more topical material and may be more useful in the long run. Bob Orben publishes one called "Bob Orben's Current Comedy" and my own comedy newsletter publishes material each month from several subscribers. Mine is ROUND TABLE (P.O. Box 13, King of Prussia, PA 19406).

- Write your own material. This is ideal because it guarantees the material is original, it's from and about you, and it's the most flexible way of gathering material. It is also the most difficult. I'll talk more about this in future columns.

Gene Perret is an Emmy-winning comedy writer based in San Marino, California. He's written for Bob Hope, Phyllis Diller and Carol Burnett and publishes a newsletter, "Round Table," for comedy writers and humorists. Toastmasters with questions about using humor in their speeches may write to Perret in care of The Toastmaster, P.O. Box 10400, Santa Ana, CA 92711. All responses will be handled through his column.

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Your Club Bulletin

by Jack Kerr

Does your club have a newsletter? No? How do you stay in touch with those members who have not been attending? How do you let them know about changes in program schedules, coming events, new members, weekly winners of Table Topics, Best Evaluator and Best Speech awards? Ever wonder why you lose track of some members? Maybe they wonder if you really care!

A newsletter is one way to show all the members that your club is active and interested in its members and their communication skills.

Newsletters can be of many kinds. On the basic side is the postcard that reminds members the next meeting will be held at Harry's Grill on Tuesday as usual, that at the last meeting Angela was winner of Table Topics, Jan was the Best Evaluator and Jackie was the Best Speaker.

At the other end of the scale are the more professionally prepared bulletins that have a formal title, news about events in the area or district that might be of interest to Toastmasters, notices about winners at the last meeting, personal news of members, news and biographies of new members, cartoons, jokes, inspirational and educational material, and other items of interest. Some bulletins even have photographs of members and events; some are printed in color.

Between these two extremes are the majority of newsletters. These are typed on standard-size paper, with or without headlines, frequently just one page, copied on commercial machines, and distributed by mail to members.

All of these types of bulletins are good. They communicate. We are in the communications business and learning to communicate by whatever means is important. Communicating with members and potential members is particularly vital to a club whose members have one thing in common: a desire to be better communicators.

Basic Ingredients

If you don't have a newsletter, consider starting one. A newsletter need not be elaborate or expensive to be effective. To begin with, consider the things you would like to know about meetings you could not attend. You can include winners of the contests that are held at each meeting. Recognizing achievers rewards them and may even motivate others to achieve, too.

You can include the names of new members and their background and reasons for joining the club. The new members will appreciate this introduction to the group, and the members can get to know the new members more quickly. Include a paragraph about members who have gotten honors at work or at other clubs, a sentence or two about members who may be absent because they are on vacation or ill, a line about upcoming officer elections, speech contests or other opportunities, and news about area and district activities.

Cartoons can help your bulletin. Everyone looks at pictures. Members, friends or spouses may be able to help if you can't draw, or you can try tracing pictures and writing your own comments or jokes. Cartoons add interest to your news,

and interest is what you are after. ("Capture the interest and then stuff down the information," as the educators say.) Jokes and quotes are other interest-catchers--Readers Digest has used them for years with great success. These should be tasteful and of general interest, of course. They add to the lively content of the newsletter and to the feeling that Toastmasters is a friendly, educational organization and not some dry, stuffy group.

As you progress, you may want to develop a name for your bulletin. Once you've chosen the title, a quick printer can print up a quantity of letter-size paper with the title. Then you can just add the news for each issue on the preprinted paper.

Prepared Participants

The regular newsletter gives you another way to inform members of their opportunities to be speakers, toastmasters, evaluators, etc. By giving members this information a month or two in advance, they can be better prepared. They also have more time to find a replacement should they be unable to attend.

Any news-carrying device is an advantage for your club. A newsletter requires a bit of work, but whatever the arrangement and regardless of the size of the paper and its degree of sophistication, it is a great aid to the club and to the club members.

Jack Kerr is a member of *Speakeasy Club* 3454-66 in Richmond, Virginia.

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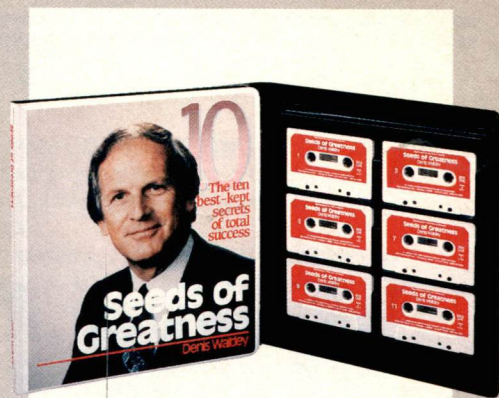
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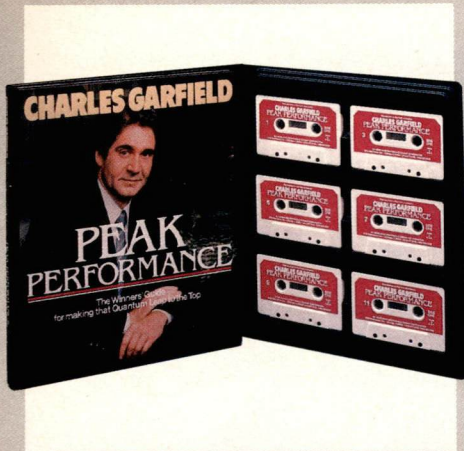
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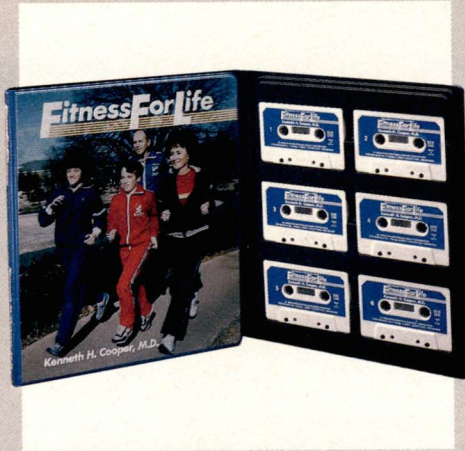
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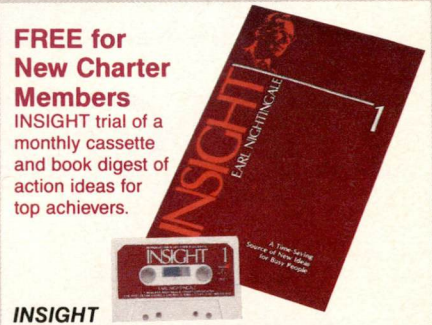
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HOW A GROUP OF TOASTMASTERS FORMED A CLUB
IN ONE OF THE NATION'S LARGEST COMPANIES.

Building A Corporate Club: THE OLDSMOBILE STORY

by Jack Stucko, DTM,
and Kari Hulsey

Have you ever thought about forming a new Toastmasters club? Not only is it a rewarding experience (you help others improve their communication skills), it's a good learning experience. You're able to apply your newly acquired communication and leadership skills, and you gain new skills as you motivate, guide, counsel and work with members of a group.

Toastmasters in District 62 can attest to the benefits of club building. They formed a Toastmasters club in one of the largest corporations in the United States--the Oldsmobile Division of General Motors. And their success story didn't end with the chartering of Oldsmobile Club 4946-62. Another club is in the formation process at Oldsmobile and officials of other auto industry companies have expressed interest in starting Toastmasters clubs in their own companies upon learning of the Oldsmobile club.

Any company--especially a large one--is a prime prospect for club building. If there is a company near you that you think may benefit from having an in-house Toastmasters club, the story of District 62 and Oldsmobile may help you form one.

Establishing Contact

Toastmasters in District 62 first contacted Oldsmobile in 1980 when they were preparing for then-International President Eric Stuhlmüller's visit to their district. The district arranged for President Stuhlmüller to visit local radio and television stations, a newspaper, Michigan State University, Farm Bureau and Oldsmobile. President Stuhlmüller and two other

Toastmasters officials met with Jim Richards, senior staff administrator of personnel training, at Oldsmobile headquarters in Lansing, Michigan. Richards was receptive to the idea of forming a club in Oldsmobile.

Although District 62's effort started out right, it almost fell through following President Stuhlmüller's visit, and District 62 officials learned a lesson they haven't forgotten: Always follow up with letters and phone calls. The area governor sent a followup letter to Richards, but Richards never received the letter. And district officers, busy with other matters, didn't bother to contact Richards again for more than a year.

In fall of 1981 District 62 Area Lieutenant Governor Dick Haskins, ATM, approached Oldsmobile personnel again. Fortunately, Oldsmobile was still interested in forming a Toastmasters club for salaried employees. Haskins quickly arranged a meeting with Richards, Area Governor Mike Rogers, Division Lieutenant Governor Jack Stucko, ATM, and District Secretary Penny Louch, ATM. Together the group mapped a plan to garner interest and support for a club among Oldsmobile employees. And Richards approached Oldsmobile's top management about the program.

"Actually, Toastmasters sells itself," Richards said. "I just provided the information to executives who were to make the decision. They saw the merit of the program and offered their support."

Sample Meeting

The next step in the plan was a memo

to all salaried employees about the opportunity to form a Toastmasters club. The memo stressed the benefits individual employees could obtain by membership. A Toastmasters promotional brochure was attached to each memo. The memo also announced the dates, locations and times of demonstration Toastmasters meetings.

Because of the large numbers of employees, demonstration meetings were staggered over a two-day period during the actual work day. Each Oldsmobile employee was excused from his or her duties to attend one of the hour-long meetings. Each meeting featured a toastmaster, a speaker who spoke on "How Toastmasters Helped Me," a brief explanation of Toastmasters' philosophy and organization, a slide presentation on Toastmasters programs, and a question-and-answer period. Then-International Director Nate Parries also participated in the program. Toastmasters distributed copies of The Toastmaster magazine to those attending.

"Interest was high," Richards related. "But, like any large organization, it takes time to move a project ahead. We had to continue to entuse employees to make certain the organizational effort was a success."

The biggest problem Oldsmobile and Toastmasters had to overcome was establishing a meeting time for a club. Oldsmobile has several shifts working around the clock, so it was important to establish a meeting time to benefit the largest group. The club, chartered in October, 1982, now meets at noon because a large number of salaried employees work regular office



Employees gather at a meeting of Oldsmobile Club 4694-62 at Oldsmobile headquarters in Lansing, Michigan.

hours. Richards reports, though, that other clubs may be formed. Some supervisors working in the plants are investigating meeting well after midnight, when their shift ends.

Oldsmobile management's support of the club remains strong (The club's charter was accepted by personnel director James Lewandowski). It is studying the progress of the club with an eye toward a similar program for hourly employees.

Besides the new club and the potential clubs at Oldsmobile, the club-building efforts of District 62 have had some other results. When personnel of the local Consumers Power Unit and Lansing's Motor Wheel learned of the Toastmasters club at Oldsmobile, they expressed interest in starting their own clubs. District 62 officials are working with the management in both companies.

Lessons Learned

What can other Toastmasters learn from the saga of the Oldsmobile club? Officers in District 62 offer this advice:

- Follow up through a number of channels. When you make a contact for a potential club, make sure you follow it with a letter *and* a phone call. And follow up through the entire club-building process. Prospects must feel wanted.

- Sell the Toastmasters program at the top. Management's understanding and full support is essential to an effective and continuously developing Toastmasters program in a large corporation.


- Don't give up on a potential club. It takes time to build a strong club. Be patient and persistent.

- Make it a team effort. The district governor, administrative lieutenant governor, club extension chairman, area governor and World Headquarters, all should be involved in

forming the new club.

- Continue to stay in contact with the club after it is formed. A club mentor should be appointed by the district governor to help the new club become successful.

- Don't keep a new club under a basket. Let the community and other businesses know about the club. News releases, letters, district bulletins, word of mouth... use every communication tool available. The bigger the organization in which a club is formed, the stronger the impact on the community. Use that impact to develop more members for existing clubs and for leverage in building new clubs.

If you're interested in experiencing the satisfaction of forming a new club, World Headquarters may be of help. It has a wealth of material on club building. Write to the Membership and Club Extension Department. 

Jack Stucko, DTM, is educational lieutenant governor for District 62. **Kari Hulsey** is public relations director for the Oldsmobile division of General Motors.

What and When To Tell the Boss

by Robert P. Hagen

Every manager-- every day and in every organization--is faced with critical decisions about what information to report to his superior and when. Internal directives usually specify a certain amount of reporting--weekly sales figures, monthly production, quarterly costs; common sense dictates certain other reports--such as the occurrence of major catastrophes. But even the most detailed reporting requirements have large gray areas about what and when managers should report. To my knowledge, no organization provides guidance to its managers on the following types of questions:

"This pilferage problem has me stumped. Should I seek my boss' advice, or will he think I'm not up to my job?"

"Old Bill has made several costly mistakes and doesn't seem to learn from any of them. I'd like to move him back to a less-demanding job, with a cut in pay, but he and my boss are fishing buddies. Should I bring it up with my boss or suffer along?"

"Our new purchasing agent is doing a fine job, but her scheduling error this morning probably means we miss our production target for the month. Should I mention this to my boss now, wait to see whether we can make up the loss, or not report her error at all?"

"All my salesmen tell me that our new product--which the boss put on the market over my objections--is a real bomb. Should I tell him now--and risk being called a sore loser--or wait for the sales reports to tell the story?"

"My plan to reorganize the department will make it more responsive to corporate needs. Should I seek my superior's approval, just tell him about it before I put it into effect, or go ahead and do it and tell him later?"

Most managers, reading these questions, will come up with answers based on their own experience and

understanding. I'm sure all will agree, however, that valid answers require a better appreciation of the personalities and circumstances than these brief statements provide. About all these questions prove is that "what and when to tell the boss?" is a universal problem.

Too Little Or Too Much

New managers, especially, frequently are advised by old-timers: "don't tell your boss any more than you have to, or he'll take over your job," and "don't ask for advice, or he'll claim he's doing your job"--or conversely--"ask your boss' opinion on everything, then he can't blame you if things go wrong." Neither of these extremes is the answer: Senior management has too much at stake to permit an information vacuum, and has too little time available to become involved in every detail. As one chief executive told me: "A manager won't last long if he fails to consult his boss on major decisions too often or if he refers minor decisions to his boss too often." The meaning of "too often," he said, was a judgment matter to be resolved by the managers concerned.

This advice is helpful--keep your supervisor informed on important matters, but don't bother him or her with details--but it fails to clarify what information is important and what are details, and doesn't address the matter of timing at all. Any judgment is complicated by the fact that the terms are all subjective: Some senior managers want to be involved in decisions that others would consider routine; some don't want to be involved with anything less than "life or death" questions; some don't want to be disturbed after working hours--some do.

Since each situation is unique--based on differences between managers, problems and circumstances--the development of rules that will fit all situations is impossible. On the other

hand, some generalizations that will apply in most cases can be made. The following guidelines, derived from my experiences and discussions with scores of managers, may be helpful:

1. Alert your boss in advance to potential bad news in areas for which you are responsible.
2. Inform your superior, without delay, of problems which may affect his job or his reputation with his boss or peers.
3. Involve your supervisor in decisions which will have a major impact on a significant number of your employees, other resources or goals.
4. Advise your boss of substantive decisions you've made which may come to his attention.
5. Consult the person you report to on problems where you think his or her knowledge or expertise can help.
6. Keep your superior aware of your department's significant achievements.
7. Tell your boss of any major mistakes you've made--and the corrective action you've taken--before he hears of them from others.
8. Secure approval from the person above you before undertaking actions which may require his or her intervention.
9. Solicit your supervisor's ideas concerning your long-range plans for increasing your department's productivity.
10. Respect your boss' lack of time and spare him or her the details of your daily problems and accomplishments.

These guidelines seem to run counter to most managers' desire to "run their own show." Keeping your boss informed actually is the best way to preserve your freedom to carry out your job in your own way. As long as your superior is kept abreast of what's going on, he or she is less apt to interfere in what you are trying to do. If

You Can Make Them Laugh!

Humor is how you say it, not just what you say! Trying to learn how to say it by reading joke books is like trying to learn how to fly by reading travel brochures. Here's a sample of a joke I found in a joke book:

"A politician is someone who can talk for 2 hours on anything, and 4 hours if he knows what he's talking about."

When I first read this joke, I chuckled. I put it on an index card and labeled it "Talkers". That's the theme of the joke, the politician is the subject and one good example of a talker. While preparing for a Toastmaster District Conference talk, I started looking through my file and pulled out the joke. I could have easily substituted "Toastmaster" for "Politician," but knowing a few basic principles of humor, I rewrote the joke. Here is how the joke was told,

"I joined Toastmasters four years ago and one of the members in my club is Kermit Ekegren (the current district governor). Kermit lives right by my house and we often ride together to meetings. One morning I asked him, 'What's that ATM and DTM?' He says, 'Well

an ATM is an Able Toastmaster. An ATM can speak for two hours on anything.' I asked, 'What's a DTM?' 'That's a Distinguished Toastmaster, they can speak for four hours on anything — and not even know what they're talking about.' (Laughter)

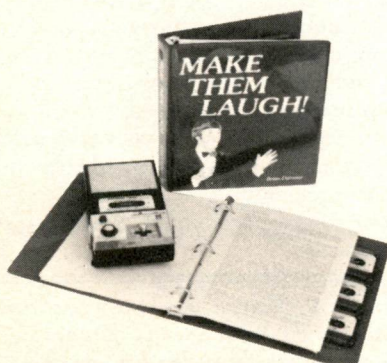
Humor is first **what you say**, but more importantly, it is **how you say it**. The key to making this joke a winner is using a principle of humor called "Building The Tension." The tension in this joke is built through believability and personalizing the joke. But more importantly, let's look at how you say it. In this joke the key is to stretch out the words "**two hours (pause) on anything**" and then "**four hours on anything (long pause) and not even know (slow down pace, raise volume) what they're talking about.**"

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your job is important, your supervisor is going to insist on knowing how you're doing. As one experienced manager phrased it: "If our bosses don't get the information they want from us, they get it from our successors."

Information Systems

The proliferation of management information systems often degrades manager-to-manager communication. Information specialists sometimes are reputed to operate on the philosophy "Measure everything you possibly can and use the measures to needle managers to higher performance." Subordinate managers frequently respond by resisting reporting requirements and by "fudging" the figures they furnish.

Managers generally recognize the need of their superiors for information on how well they are using the resources allotted to them. Many question the need, however, for the detail and frequency of the reports they are required to make. Some suspect that much of the information they furnish is never seen by their bosses and only serves to feed hungry computers.

Successful managers cut through the information system's red tape and inform their supervisors directly of important information. They've learned that routine reports may or may not get through to their bosses in time to be of other than historical value.

When to tell your supervising manager frequently assumes critical importance. The old saying, "Bad news travels fast," suggests the desirability of your being the first to tell your boss about serious setbacks in your department. A prompt report from you not only reassures him or her that you have the problem under control, but can forestall garbled reporting by others. Even if you don't yet have all the facts or a final solution, a preliminary report can help to avoid misunderstandings and pave the way for more detailed information later. A meeting or public forum seldom is the time to disagree with your superior. Some bosses consider disagreement in front of others as challenges to their authority; most are less apt to change their minds before an audience than they might in private. Similarly, complaints--like arguments--are best handled in private, one-on-one discussions.

Managers learn by experience that some times are better than others for bringing major problems or recommendations to their superiors. Common sense would indicate that late Friday afternoon is not the best

time to hit your boss--as he heads out the door to a golf game--with a 12 page proposal to reorganize your department. And yet I saw that done by an experienced manager, who later wondered why he'd been turned down. Many managers prefer not to be confronted with a complex problem the first thing in the morning, just before lunch or quitting time, or just after being raked over the coals by senior management. In finding the right time, sharp managers often are aided by their bosses' helpful secretaries.

Timeliness in responding to superiors' requests for information carries

TIMELINESS IN RESPONDING TO THE BOSS' REQUESTS IS IMPORTANT.

more weight with many of them than most anything else a subordinate might do. In reviewing hundreds of performance appraisals, I found "late in submitting reports" to be the most common negative comment. One reason for this assigned importance may be the ease of making the judgment: A late report is unquestionably late. Superiors' requests for information should be met promptly, if necessary with interim reports--followed by detailed information when it becomes available.

Ask What They Want

Although the above suggestions can be helpful in determining what and when to tell the boss, an even better solution is for managers to ask their superiors how they want to be kept informed. New managers or managers with new supervisors might ask for a meeting to review the senior managers' needs: kinds and quantities of information, any special format, amount of detail, what types of problems are to be discussed before a decision is made, what decisions are to be reported after the fact, how information is to be handled after working hours. Other managers might ask for a similar meeting to review the adequacy of present information reporting.

The objective of such meetings with your superior would be to demonstrate your desire to be as open and responsive as possible in your upward communication. Your boss probably would

welcome such a discussion and, in turn, might become more open in his or her communication with you. Managers who enjoy free and open communication with their supervisors have fewer doubts about what and when to inform their bosses.

In a survey of a number of newly employed senior executives, one consultant found that they universally placed a high priority on early establishment of good communications with their new bosses, on keeping their bosses informed, and on obtaining their bosses' guidance and advice--which they felt also gained support for their subsequent actions.

Guidelines on what and when to tell the boss can be helpful; discussion between managers and their bosses on specific information requirements can be even more helpful; but the best answer to effective communication between a manager and his or her boss is an atmosphere of mutual respect, confidence and trust. Managers need not like each other, but if they share mutual respect they can build a relationship in which each is confident of the other's loyalty, support and integrity. In such a climate, the question of what and when to communicate assumes less importance than when there is doubt and suspicion on either side. Even an occasional error can be more readily overlooked.

As a first step, managers should try to assure that they are meeting their bosses' desires for information, then they might work to improve two-way communication with their supervisors, and finally they might try to demonstrate that they are trustworthy. These actions certainly will improve the communication climate, and might lead to mutual trust.

After taking these measures, if you still have a problem determining what and when to tell the boss, you may have more than a communication difficulty. As Douglas McGregor has pointed out: "...difficulties in communication within an organization are more often than not mere symptoms of underlying difficulties in relationship between the parties involved..." After working on your communication symptom, you may have to broaden your discussions with your boss to include job responsibilities, performance and goals.

Robert P. Hagen is a management consultant in the Washington, D.C. area. Reprinted with permission from the July 1983 issue of *MANAGE*, the official publication of the National Management Association.

TOASTMASTERS' 1983 INTERNATIONAL SPEECH
CONTEST CHAMPION TELLS HOW YOU
CAN PREPARE A SPEECH THAT WILL WIN
AT ANY LEVEL OF COMPETITION.

Anatomy of a Winning Speech

by Roy Fenstermaker, DTM

One of the first admonitions we receive when we join Toastmasters is: Don't write out your speech!

This is good advice--for the most part. It deters the neophyte speaker from writing an essay on a subject of choice and then reading it at the lectern or, worse still, memorizing it and running the risk of memory failure in the recitation.

Some speeches must be written. The president of the United States or the head of a major corporation cannot afford to take chances on being misunderstood by an off-hand remark. For the average speaker, however, the well-prepared extemporaneous speech delivered with or without the use of notes is the only way to go.

The trouble with writing the speech is that the speaker-writer usually isn't that skilled in writing "spoken American" (or British, or Australian) or in the use of words that convey direct contact with the audience. Both of these factors are important in any speech, and are especially critical in a speech in competition.

A winning speech in a speech contest should:

- Capture the imagination, interest and sympathy of the audience.
- Drive home a single, significant theme.
- Convey the intense enthusiasm of the speaker for the topic and message.
- Have the potential for considerable vocal variety.
- Allow for graphic illustrations,

concrete imagery, word pictures and humor.

- Permit the energetic display of body language on the platform.

The typical "written speech," on the other hand, is too often a theme or essay. It has no direct appeal to the members of the audience. The failure of many contest speeches is not that they lack beauty or loftiness of expression, but rather that they lack a sense of human contact; they don't translate into a live interchange between the

***EVERY PARAGRAPH,
EVERY SENTENCE,
EVERY WORD MUST
HAVE A FUNCTION.***

speaker and the audience, which is the essence of communication.

This is the real difficulty of writing a contest speech. And yet it must be done. Why? Because a contest speech in Toastmasters has one overriding constraint: It must be completed within four and a half and seven and a half minutes!

Within this time frame, every paragraph, every sentence, every word must have a function. There can be no time for cloudy generalities that can be clarified by trailing explanations. Every expression must be simple, clear, trenchant and capable of

immediate understanding.

This limiting time factor puts a premium on the economical use of words. A speaker with an average speaking rate of 120 words a minute will use up 30 seconds in speaking 60 words. In effect, one paragraph, or three or four sentences of excess material may spell disqualification.

With this Damascus sword of time hanging over his or her head, the speaker is obliged to hone and polish, and delete every word, phrase or sentence that does not contribute to the total effect. This is virtually an impossible task to accomplish on the platform itself, even for an accomplished professional speaker.

Writing the speech beforehand, therefore, is an unfortunate but practical necessity. The process of writing is really one of recording changes in thought, illustration and expression as practice and evaluation dictate.

During the weeks prior to final delivery, the speech will grow and develop (and contract to the seven-minute format) as the speaker includes some things that work, and deletes others that don't.

The following text is the final copy of some 20 typewritten versions I prepared during the months prior to the contest. I decided on the topic and theme in 1981, and defined the basic structure of the speech in January 1983. I completed the first text (over 1200 words) in June. The column of notes and comments may provide some insight into the structure of the speech and its development. . .

RETIREMENT, NEVER!

I. INTRODUCTION:

1. "Grabber"

- Illustration
- Word Picture
- Humor

- Body Language

2. Theme

- Clarification
 - Personal
 - Audience
- Humor
 - Word Picture
 - Comparison

Mr. Toastmaster, Toastmasters and guests, ladies and gentlemen:

There is a commercial on television these days which shows a gentleman, apparently just returned from his office retirement party, walking through the front door and saying to his wife: "Honey, I'm home... forever!"

Imagine the look on his wife's face. And what does he have to look forward to? Happiness? Joy? Relief? The end of a working life! Perpetual unemployment! Deterioration! Stagnation! Decay!

Luckily, most of you people--especially homemakers--don't have that problem. You never retire. But for all career men and women, my advice is: Avoid retirement as you would poison ivy in a nudist camp.

A SPEECH SHOULD HAVE A SINGLE THEME.

3. Explanation

- Personal
- Alliteration

4. Speech Outline

- Personal
- Points to be developed

II BODY:

1. First Point

- Quotation
 - Personal
 - Word Picture

- Point
 - Personal
 - Theme
 - Illustration
 - Word Picture

- Illustration
 - Humor

By "retirement" I mean the sudden stoppage of work, going from the dynamic career to the doldrums, from vigor to vegetation.

If you are thinking seriously about quitting your job, and have no ready replacement for it, permit me to offer you several practical suggestions: One, don't quit! Two, keep busy! And three, don't look back!

First of all, don't quit! Maggie Kuhn, the founder of the Gray Panthers organization, once said: "Ours is a throwaway society, and we do it with people as well as machines."

Unfortunately, sometimes we do it to ourselves, when we quit work prematurely. How often have you heard about men and women having heart attacks, shortly after retiring? Why? Because not infrequently, the retirement itself is more *distressful* than the work it was supposed to replace.

If I had my say, every pension check would carry a warning label: "This



retirement may be hazardous to your health."

My second point is a corollary to the first: keep busy! You've got to keep working, one way or another. You've got to have a goal in life in order to survive.

There are a number of options available: employment, leisure, volunteerism... take your pick.

If you choose employment, why not become a management consultant--like everyone else. All it takes is a title, a phone number and five hundred business cards.

If you need a title, be imaginative. I know an auto mechanic who is now a "vehicle maintenance engineer." He repairs my Toyota--and drives a Mercedes.

If you need a degree, that's simple for you Toastmasters. All you have to do is complete the Basic Com-

2. Second Point:

- Theme

- List of sub-points

- First sub-point
 - Illustration
 - Humor

- Personal
- Illustration
- Humor

- Personal
- Audience

--Personal

--Humor

• Second sub-point

--Theme

--Illustration

--Humor

--Illustration

--Word Picture

• Third sub-point

--Illustration

munication and Leadership Manual, and Terry McCann will put a CTM behind your name, just like that. For all anyone knows, CTM means "Master of Computer Technology," and that's pretty important these days.

Another way to keep busy is by what I call "purposeful leisure." Too often people think of leisure as the absence of work. Nonsense! It's productive labor. Do you realize how much greens fees and golf cart fees, for example, contribute to the gross national product? Billions! You golfers out there, men and women, tell your spouses that when you get up at four o'clock in the morning.

The best way to keep busy, of course, is by volunteer service. There must be a hundred thousand organizations out there that could use your help right now. They won't discriminate

Robert and Roy Graham are models of geriatric initiative.)

Pablo Casals, at 90, for example, when asked why he practiced eight hours a day, replied: "I think I'm improving."

Just last week, I heard of a Toastmaster who spent his first Social Security check on lessons in hang-gliding. That's the spirit!

What it all adds up to is this: We can't quit. We can't retire from life. It's too precious. We've got to keep working, whether for money, fun or glory. And, above all, we mustn't look back...

Retirement? Never!

It's never too late to learn--to grow--to create--to do all the wonderful

- Illustration
- Humor
- Word Picture

- Illustration
- Humor
- Transition

III. CONCLUSION:

1. Summary

- Examples

2. Theme

3. Peroration:

- Illustrations

THE FAILURE OF MANY CONTEST SPEECHES IS THAT THEY LACK A SENSE OF HUMAN CONTACT.

--Humor

--Theme

--Audience

--(Deleted in the interest of time)

3. Third Point:

• Quote

• Illustration (Pathos)

• Word Picture

against you because of your gray hair --or the lack of it, you gray panthers and bald eagles.

If you run out of ideas, try coordinating Speechcraft and Youth Leadership, the finest programs ever invented, for the training of the young --of all ages, and, I might add, for the rejuvenation of jaded Toastmasters. (Those two programs alone are more potent than monkey glands or vitamin E.)


Which brings me to my third point: don't look back! James M. Barrie, the author of *Peter Pan*, once wrote: "God gave us memories, so that we could have roses in December." Roses, not regrets. Nursing homes are filled with people who cling to their regrets like security blankets.

Don't look back and look down. Life isn't a vicious circle. It's a rising spiral, a cornucopia of opportunities. (Grandma Moses, Buckminster Fuller, Col. Sanders, Pablo Casals and our own Cavett

things... we had no time for in our youth. This is what the last third of life is all about.

It's a time of discovery, when we really begin to see, perhaps for the first time, the providence of God, the love of family, friends and neighbors--even Toastmasters--and sometimes we even catch a glimpse of our own potential... still... to do great deeds.

Life, my friends, is not a candle flickering in the breeze. It's a torch to light new flames.

Mr. Toastmaster. 

Roy Fenstermaker, DTM, was the first-place winner of the 1982-83 International Speech Contest held at the International Convention in San Diego. Seventy-year-old Fenstermaker is a member of Downey Breakfast Club 2741-F, and Rising Stars Club 5050-F, both in Downey, California. After 27 years with North American Aviation and Rockwell International, he now occupies his time with teaching, consulting and public speaking.

- Pathos
- Transition

• Illustrations

- Audience
- Humor
- Pathos
- Personal

4. "Grabber"

- Word Picture
- Emotion... energy
- Audience

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HALL of FAME

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

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- Sally Anne Fritz**
Vancouver 59-21, Vancouver, B.C., Can
- Sherry Sala**
Deerbrook 4868-30, Deerfield, IL
- Charles Stanley Otto III**
Top Cats 2837-29, Tillmans Corner, AL
- C.W. "Bud" Kinsman**
Evergreen 333-32, Tacoma, WA
- Robert F. Hauth**
Capitol 422-32, Olympia, WA
- Bobby L. Griffin**
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- Charles Murray Hayes**
Rocky Mountain 2730-42, Calgary, Alta., Can
- Ralph Anthony**
Vanderbilt 3061-46, New York, NY
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Camp Smith 2950-49, Camp H.M. Smith, HI
- Thomas M. Lovil**
MWD Watermasters 445-52, Los Angeles, CA
- Robert W. Feindel**
Lockheed 1653-52, Burbank, CA
- Charlotte Newton**
The Henjum TM Club 2994-64, Winnipeg, Man., Can
- Norman Stern**
Hakoah 3460-70, Sydney, N.S.W., Aust
- Daniel P. Coomey**
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Congratulations to these Toastmasters who have received the Able Toastmaster certificate of achievement.

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- Marcia P. Salley**
Humorist 1462-F, Fountain Valley, CA
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Rosaland 4202-F, San Bernardino, CA
- Vaudis P. Zehrt**
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- Donald Equil Mack**
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- R. Dwyne Livingston**
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- Joseph O. Colton**
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- Ann Hunt**
Myrtlewood Hoot Owls 158-7, Coos Bay-North Bend, IN
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Magnavox 2568-11, Ft. Wayne, IN

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Sunflower 2666-22, Lawrence, KS

Richard Emmitt Blaisdell
Power Masters 3985-22, Overland Park, KS

Earl Pino
Albuquerque 122-23, Albuquerque, NM

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Robert J. Dukes
International City 2880-23, El Paso, TX

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0630 1756-24, York, NE

Ken Sieckmeyer
Road Toasters 1761-24, Lincoln, NE

David W. Glenn
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Steve G. Rathje
Salt Creek 2742-24, Lincoln, NE

Jerry Wayne Van Rennes
Rambling Resistors 3112-24, Norfolk, NE

S. Keith Chesterton
Most 3370-24, Norfolk, NE

Keith Askia Russ
Innovators 4362-24, Lincoln, NE

Calvin S. White
Mid-Cities Noon-Time 2476-25, Hurst, TX

Jesse K. Hagemeyer
Richardson Evening 2690-25, Richardson, TX

Charles A. Rush Jr.
Cowtown 4005-25, Fort Worth, TX

Jerrold B. Carpenter
Pikes Peak 3044-26, Colorado Springs, CO

Vincent C. Williams
Tacoma 13-32, Tacoma, WA

Karl J. Anderson
Early Birds 2063-32, Tacoma, WA

Norma Raver
Peninsula 3409-32, Gig Harbor, WA

Donald S. Kurisu
Sierra 135-33, Fresno, CA

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New Horizons 2103-33, Las Vegas, NV

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Windjammers 2628-33, Las Vegas, NV

James E. Park Sr.
Tuesday Mourners 4023-33, Las Vegas, NV

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Kathleen Marie Parrish
NRL Thomas Edison 3617-36, Washington, D.C.

John E. Fisher
Advanced Speakers 4036-36, Washington, D.C.

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Burlington Corporate 1409-37, Greensboro, NC

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Reynolda 3380-37, Winston-Salem, NC

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Tallahassee 1135-47, Tallahassee, FL

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Merritt Moonliter 1387-47, Merritt Island, FL

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Larry A. Edwards
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NEW CLUBS

5247-F Rancho Cucamonga
 Rancho Cucamonga, CA--Tues., 7 a.m.,
 Lions Park Community Center, 9161 Baseline
 (980-2604).

5266-F Denny's Nooners
 La Mirada, CA--Tues., noon, Denny's Inc.,
 16700 Valley View (739-8100).

5270-F Chevron
 La Habra, CA--Thurs., 11 a.m., Chevron,
 3282 Beach Blvd. (694-7719).

5275-F Orange County Libertarians
 Anaheim, CA--Wed., 7:30 p.m., Mandarin
 Pavillion Restaurant, 1050 W. Valencia
 (432-0144).

5278-3 Los Olivos
 Phoenix, AZ--Thurs., 2 p.m., Los Olivos
 Senior Center, 2802 E. Devonshire (956-2065).

5267-4 Telemasters
 Santa Clara, CA--Wed., noon, Northern
 Telecom (Training Room), 2305 Mission
 College Blvd. (988-5550, 2177).

5288-5 Toast of the Coast
 Encinitas, CA--Thurs., 7 p.m., San Dieguito
 United Methodist Church, 333 Encinitas Blvd.
 (438-7343).

5276-6 B. Dalton SpeakEasy
 Edina, MN--Tues., 11:30 a.m., B. Dalton
 Bookseller, 7505 Metro Blvd. (893-7353).

32-10 Eagle
 Warren, OH--Wed., 6:30 p.m., Pegasus At
 The Market Place, 5000 East Market St.
 (856-6797).

5274-10 Wingfoot
 Akron, OH--Tues., noon, Goodyear
 Aerospace, 1210 Massillon Rd. (796-7246).

5272-14 Rockwell International
 Duluth, GA--Mon., 5 p.m., Rockwell
 International, 1800 Satellite Blvd. (446-4393).

5279-15 The Capitol Club
 Boise, ID--Wed., noon, Len B. Jordan
 Building, Cafeteria, 650 W. State St.
 (334-3965).

5280-16 Words Worth
 Norman, OK--Mon., 6:30 p.m., Sooner Bar
 B-Q 814 N. Berry Rd. (364-7447).

5291-32 St. Joseph Hospital
 Tacoma, WA--Thurs., 11:45 a.m., St.
 Joseph Hospital, 1718 So. "I" St.
 (591-6611).

**1510-36 Montgomery County
 Government Employees**
 Rockville, MD--1st & 3rd Wed., noon,
 Executive Office Building, 101 Monroe St.
 (251-2284).

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Lunchtime Linguists 1472-10, Warrensville Heights, OH
Windjammers East 2530-30, Chicago, IL
Wolverine 1777-48, Decatur, AL
Frankston 1851-73, Frankston, Vic., Aust

5283-36 United States Courthouse
Washington, D.C.--1st & 3rd Thurs., 12:30 p.m., United States Courthouse, 3rd & Constitution Ave., N.W. (535-3564).

5287-38 White Rose
York, PA--Thurs., 11:30 a.m., Trinity United Church of Christ, 32 W. Market St. (757-6676).

5273-39 Warner Mountain
Alturas, CA--Thurs., 11:45 a.m., Rancho Steak House, 404 W. 12th St. (233-4546).

243-43 HUD
Little Rock, AR--Fri., noon, Savers Building, Rm. 801, Little Rock (378-5405).

5281-49 PCC
Honolulu, HI--2nd & 4th Wed., 5 p.m., Pacific Construction Co., Ltd., 828 Fort St., Sixth Fl. (521-7861).

5282-52 Classi Toasters
Los Angeles, CA--Tues., 6:35 a.m., Los Angeles City Schools, Business Services Center, 1425 S. San Pedro (625-6430).

5277-53 Pitney Bowes
Stamford, CT--1st & 3rd Wed., 4:30 p.m., V. P. Conference Room, Walter Wheeler Dr. (853-7113).

5268-56 Texas Eastern
Houston, TX--Thurs., 11:30 a.m., Two Houston Center, P-2 Level, Columns Auditorium, 909 Fannin St. (759-3555).

5292-56 Los Oradores
Austin, TX--Wed., 5:30 p.m., Quality Inn, IH 35 and Oltorf (448-5709).

5269-57 Union City
Union City, CA--1st & 3rd Sun., 3:30 p.m., Nipay's Residence, 32452 Springwood Dr. (489-7806 or 489-8748).

5289-58 Grand Strand
Myrtle Beach, SC--2nd & 4th Thurs., 7 p.m., Surfside Beach Holiday Inn, Surfside Beach Ocean Blvd. (347-3146).

5284-60 Tablelands
Tolga, Queensland, Aust--2nd & 4th Mon., 7 p.m., Tolga Hotel (91-1000).

5262-69 Murwillumbah
Murwillumbah, N.S.W., Aust--2nd & 4th Thurs., 7 p.m., Civic Centre Restaurant, Tumbulgum Rd. (722132).

5285-69 Mount ISA
Mount Isa, Qld., Aust--1st & 3rd Thurs., 6 p.m., Mount Isa Club, Barkly Highway.

5293-70 The Saints
Kogarah, N.S.W., Aust--1st & 3rd Mon., 8 p.m., St. George Leagues Club Ltd., 124 Princes Hwy. (546-3657).

5286-75P AFP Rainbow-Anahaw Officers
Makati, Metro Manila, Philippines--Sun., 5:30 p.m., Officers Canteen, CGSC, Fort Bonifacio, Makati (798830).

5290-75P Bataan
Mariveles, Bataan, Philippines--Tues., 6:30 a.m., Piazza Hotel, Bataan Export Processing Zone.

5263-U Fort Wainwright
Fort Wainwright, AK--Tues., 11:30 a.m., Bureau of Land Management, Bldg. 1541.

5271-U Eagle River
Eagle River, AK--Wed., 7:45 a.m., Eagle River Library, Old Glenn Hwy. (277-8501).

ANNIVERSARIES

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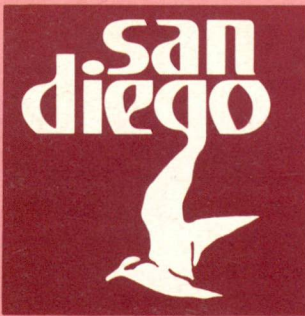
Creston 804-19, Creston, IA
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Columbia 1393-58, Columbia, SC
Main Street 1407-62, St. Joseph, MI
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Old Dominion 1397-66, Richmond, VA

25 Years

FMC 2873-4, San Jose, CA
Northwest 2855-30, Elk Grove, IL
Armed Forces Staff 2865-66, Norfolk, VA
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BONUS TAPE B

PANEL: MARKETING TOASTMASTERS

How to build membership, how to organize new clubs, and how to keep members once they've joined are the topics explored by moderator A. Edward Bick, DTM, and his three panelists.

BONUS TAPE C

PANEL: CLUB PROGRAMMING

Four members from Toastmasters' most successful clubs join moderator George A. Ott, DTM, for an examination of the factors that spell "excellence" for a Toastmasters club.

BONUS TAPE D

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