

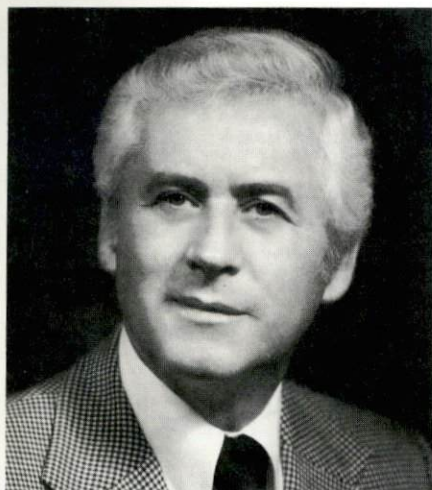
# The Toastmaster

NOVEMBER 1979

Special Issue

**How  
Assertive  
Are You?**





## Let's Be Honest

Let's be honest: We all have a secret desire to become successful, and we all have a secret fear that we won't be able to reach our goals. It's easy to let that fear take command, to be overwhelmed by feelings of inadequacy, frustration and despair. When that happens, we look for all kinds of excuses to give up — "I'm just not motivated. I don't have a burning desire to make my dreams a reality. I'm not good enough to be as successful as I want to be."

The next time you start making excuses like those, stop and think for a minute. Could it be that what you really lack is assertiveness — the courage to aggressively pursue what you most want out of life even if that means accepting the risk of failure?

If you want to succeed in life, you must not only act assertively, you must also be an assertive communicator. I'll never forget the compliment I received from a friend several years ago after I delivered a campaign speech as a candidate for a district office. "You spoke with conviction," my friend said. "You presented your ideas and opinions clearly. You gave it your best. You really asserted yourself." At the time, I didn't realize what made me successful. But I thought a lot about my friend's words, and now I realize that I won that election because I was able to express my views assertively.

I also remember asking myself these self-defeating questions when I first joined Toastmasters 16 years ago. "What have I got to say that would interest anyone? Why would anyone want to listen to me? How can someone like me make a contribution to this organization?" With that attitude, I didn't impress anyone, and I didn't work very hard, so my progress was extremely slow.

One day when I was feeling particularly frustrated I asked myself, "Why do you want to listen to what other speakers have to say?" The answer to that question came easily — to

learn about the speaker, to hear the opinions and ideas of others, to observe the techniques a skilled speaker uses to captivate an audience.

Then I went a step further and reasoned: "If I feel that way about listening to others, why shouldn't they be just as interested in listening to me? As long as I present an interesting speech and discuss my convictions in an assertive manner, people will *want* to listen to me."

After reaching that important realization, I started speaking more confidently, and my audiences began to respond with greater interest and enthusiasm. I began to *feel* more successful, and the self-esteem I projected made me a better speaker.

You, too, can develop more self-confidence, affirm your sense of self worth and improve your speaking skills by becoming an assertive communicator.

We have set some ambitious goals for our organization this year. How we reach them is up to each one of us. Maybe, just maybe, developing our assertiveness as individuals can help us reach our organizational goals as well as our personal objectives.

The young man who invited me to join Toastmasters 16 years ago was an assertive individual. His aggressiveness, enthusiasm and charisma convinced me to become a member. Let us all follow his example and build a bigger and better organization.



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# The Toastmaster

NOVEMBER 1979

Vol. 45 No. 11

## FEATURES

### 8 Be An Assertive Communicator

by Marcia A. Taylor, DTM, and Richard A. Taylor, ATM

### 10 The Understanding Trap

by Nina Harris

### 13 Taking the Disorder Out of Your Orders

by Charley Johnson with Ann Carrigan

### 15 Steps to Success for Promotion Seekers

by Jack R. Phillips

### 17 Building Self-Esteem

by William J. McGrane

### 22 Are You Seeing Red Too Often?

by Vivian Buchan

### 24 How to Say No Without Feeling Guilty

by E.J. Radican

## DEPARTMENTS

### 4 Letters

### 7 How To . . .

### 12 Speakers Forum

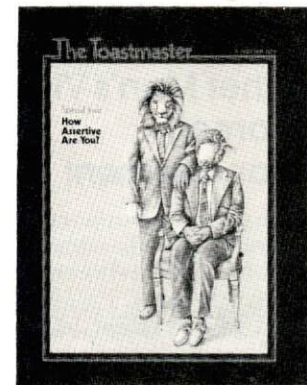
### 26 1978-79 International Directors' Report and TI Financial Statement

### 29 Hall of Fame

### 31 1979-80 District Governors

## COVER

*How assertive are you? Your answer to that question will have a great impact on your ability to reach your personal and professional goals. To achieve success, you have to believe in yourself and you need the courage to aggressively pursue the things you want most without being intimidated by the fear of failure. Assertiveness can give you the power to become a winner. This special issue of THE TOASTMASTER will teach you how to develop that vital quality so you can make your life more exciting and fulfilling. (Cover illustration by Robert Schmierer)*



Published monthly to promote the ideals and goals of Toastmasters International, an organization devoted to improving its members' ability to express themselves clearly and concisely; to develop and strengthen their leadership and executive potential; and to achieve whatever self-development goals they may have set for themselves. Toastmasters International is a non-profit, educational organization of Toastmasters clubs throughout the world. The first Toastmasters club was established by Dr. Ralph C. Smedley on October 22, 1924. Toastmasters International was organized October 4, 1930 and incorporated December 19, 1932. This official publication of Toastmasters International carries authorized notices and articles regarding the activities and interests of the organization, but responsibility is not assumed for the opinions of authors of other articles. Second class postage paid at Santa Ana, California. Copyright 1979 by Toastmasters International, Inc. All rights reserved. The name "Toastmasters" and the Toastmasters emblem are registered trademarks of Toastmasters International, Inc. Marca registrada en Mexico. PRINTED IN U.S.A.  
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## Equal Opportunities For Self-Expression

I take exception with Toastmaster Henry Tarfman's ideas of women in management, as expressed in the September issue of *The Toastmaster*.

As Toastmaster Tarfman admits, "There are droves of intelligent, highly competent females who would easily out-perform some males in the same position." The answer to Toastmaster Tarfman's question, "Should they?" is an unqualified yes! An intelligent, highly qualified employee is an intelligent, highly qualified employee. Race, sex, religious conviction or life style should in no way diminish an employee's qualifications.

I wonder how many men use their careers as a form of self-expression? Why should women be denied the same opportunity?

Certainly today's job market is crowded, but excluding women who might not need to work eliminates many highly qualified, highly skilled and highly motivated individuals. Women should have the opportunity to choose a career just as men should have the opportunity to choose volunteer work.

*John Obermeier  
Alhany, Georgia*

## Another Man's View of Women in Management

As the family-supporting male president of a new Toastmasters club dominated by intelligent, highly competent women, I would like to respond to the recent letter, "One Man's View of Women in Management" by Henry Tarfman.

Henry, in the first place, there are and will be sufficient career opportunities for both males and females in the U.S. economy. Just don't get in over your head or even the males will threaten you.

Secondly, no one has the wisdom or Godly powers to dictate the roles of men and women in today's society. This country is free because it gives everyone a choice.

Just for the record, our club would like all Toastmasters to know: We do

not agree with Henry Tarfman's roles for women in society. Some of us may end up there, but we will decide.

*Terry Paquette  
Charlotte, North Carolina*

## Fair Treatment — A Woman's Perspective

Henry Tarfman reveals his bias against women in his September letter when he states, "Career women who do not have to work should stick to community volunteer jobs and give everyone else a break!"

I could agree with him if he had said, "Career women and men who do not have to work..." Why is it so hard for some men to deal fairly with women? All we want is equal rights.

I have found most Toastmasters very fair-minded, but Henry Tarfman has room for improvement.

*Grace R. Myers  
Los Angeles, California*

## Remembering the Gifts of a Special Leader

Your tribute to our late friend, Past President George Mucey, was appropriate and moving, but in retrospect it missed some of the real significance he had for Toastmasters International.

George indeed "became president during Toastmasters' greatest growth period," but at the tail end of it, and he understood the implications better than anyone else. The 1950s was a decade of expansion when a small organization with an essentially Western United States base became a worldwide movement. But as the outside growth-producing factors slowed down, there were danger signals. More clearly than anyone else, George Mucey saw the need for a strong International Board of Directors rather than a caretaker body, and he consistently encouraged others who shared his philosophy to join the board.

Then came the crisis of the mid-60s when Ralph Smedley — who had been our single most unifying force

in his quiet way — died and membership dropped. In those years, Toastmasters International was held together almost entirely by the strength of its international directors and the resourceful leadership of presidents such as Paris Jackson, Charles Mohr and John Miller.

The strong leadership was there when we needed it most because George Mucey had prepared us for it; that is the real debt Toastmasters International owes him. This small, vivacious man will always cast a large shadow. He may well have been the most influential president we ever had and I am proud to have been one of his friends.

*Lothar Salin, ATM  
Past International President  
San Anselmo, California*

## New Graphics Make Magazine More Appealing

As a graphic designer and Toastmaster, I really appreciate the new graphic look of *The Toastmaster*. (Of course, I also find most of the feature articles very informative and stimulating.)

The new design makes the magazine more exciting, more alive and more appealing. You effectively combine type, illustrations and that important-but-often-neglected design element — white space.

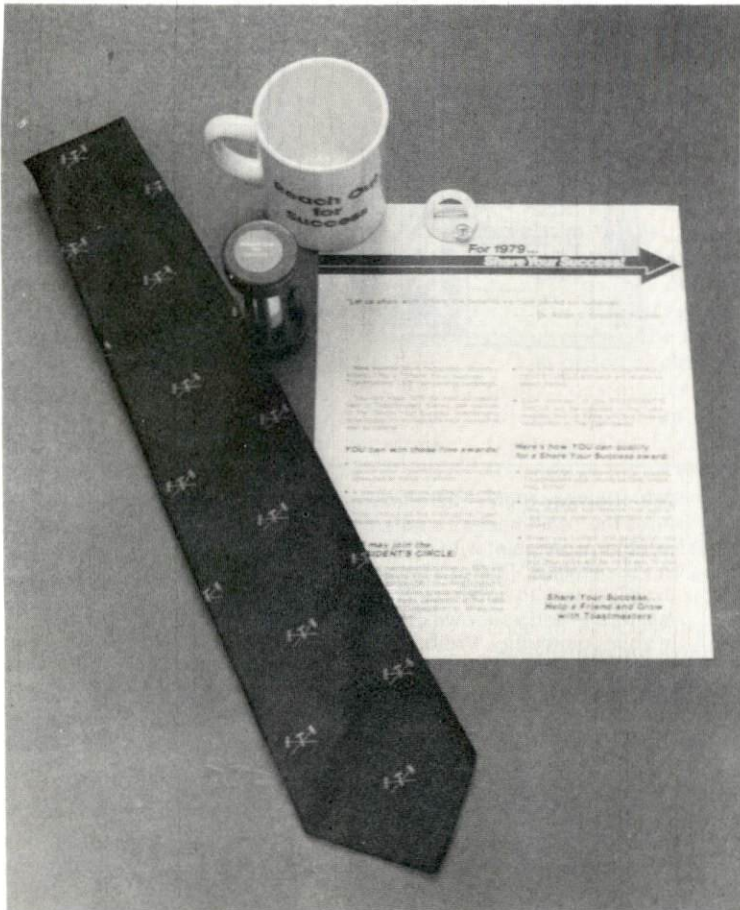
Your relaxed typographic style, in my judgment, is greatly enhanced by setting your lines in the unjustified (ragged right) style. I've found the traditional blocked-out lines to stifle graphic expression and to look somewhat forced. It may take reconditioning for some readers, but even large newspapers and many other magazines now use the unjustified typography.

Please keep that flair of innovation and excitement in your graphic presentation of *The Toastmaster*. It greatly helps to make a fine magazine even better.

*Rolf F. Rehe  
Associate Professor  
for Visual Communication  
Indiana University*

# Share Your Success!

Here's your chance to share the benefits you've gained from Toastmasters. Help Toastmasters grow and you can win one of these fine awards:



- **15 Points** — Your choice of blue and gold silk Toastmasters tie or lady's brooch.
- **10 Points** — Exclusive "Reach Out for Success" coffee mug.
- **5 Points** — Three-minute speech timer.

**Hurry — contest ends December 31!**



TOASTMASTER	NAME: _____	
	ADDRESS: _____	
	ZIP: _____	
	CLUB: _____	DISTRICT _____
NEW MEMBERS	1. _____	CLUB NO. _____
	2. _____	
	3. _____	
	4. _____	
	5. _____	
NEW CLUB	Club No. _____ Charter Date _____	
	I served as a <input type="checkbox"/> Sponsor <input type="checkbox"/> Mentor (New clubs count for 5 points; see rules above.)	
DATE _____		SIGNATURE _____
<input type="checkbox"/> Timer (5 pts.) <input type="checkbox"/> Mug (10 pts.) <input type="checkbox"/> Brooch (15 pts.) <input type="checkbox"/> Tie (15 pts.)		

## CONTEST RULES

1. All Toastmasters are eligible.
2. In order to receive credit for sponsoring individual members, the sponsor's name must appear on the Application for Membership (Form 400). The new member must join in calendar year 1979, the application must reach World Headquarters by January 10, 1980, and contest credit must be claimed by January 31, 1980. (Membership applications available from World Headquarters.)
3. FIVE SHARING POINTS are awarded for each five new, dual or reinstated members sponsored into existing Toastmasters clubs. Charter members of new clubs do not count individually, but FIVE POINTS may be claimed for each new club sponsored (name must appear on the Application to Organize as either Sponsor or Mentor).
4. Each SHARE YOUR SUCCESS participant may select the award(s) he or she is entitled to, but each SHARING POINT may be used only once toward one award. For example, 15 SHARING POINTS would be required to receive both the timer (5 points) and the mug (10 points).
5. PRESIDENT'S CIRCLE AND PRESIDENT'S SPONSOR awards do not include transportation to International conferences or other expenses. Awards will be mailed if recipient is not in attendance.
6. Please allow six weeks for delivery of awards to U.S. addresses, slightly longer outside continental U.S.
7. Customs duties (or taxes) on awards are the responsibility of recipients.

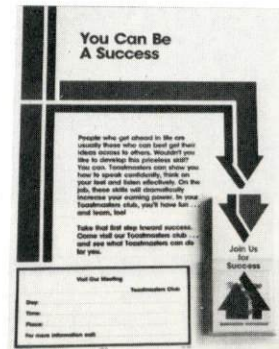
# Spread the Word About Toastmasters!

Toastmasters can lead you to greatness. And that's no secret. So why not tell everyone about it? Starting today — with these appealing promotional tools. . .

**367-368. New TI Posters.** These eye-catching works of art will help you get your message across quickly and eloquently. Two sizes available. The smallest (367), is 11" x 14". The color scheme is navy blue and white and there's space for your club's name, meeting time and place and phone number. Set of 10: \$2. The large red, white and blue poster (368) is 22" x 17" and comes with a plastic stick-on brochure holder. Set of three: \$4.

**99-101. New Brochures.** Toastmasters has completely revised its promotional brochures, giving them an attractive design that complements the new posters.

The new brochures include *Reach Out For Success* (99), which tells prospective members what Toastmasters is all about; *Join Us For Success* (100), which includes statements from prominent persons who have been helped by Toastmasters; and *Speak Up and Get Ahead* (101), which is tailor-made for company clubs that want to promote their programs within their organizations. Clubs may request up to 25 of the above brochures at no charge. Additional copies are 2 cents each. Contact World Headquarters' order department for details on quantity prices for orders of 1000 or more.



**267. Communication Achievement Award.** Now your club can honor a local dignitary for outstanding communication achievements and gain valuable publicity at the same time! Comes complete with a handsome award plaque ready for engraving and a helpful "how to" booklet with valuable tips on who to select, how to present the award and how to gain the needed publicity. \$15.



**363. Highway Sign — 22".** Features the Toastmasters emblem in weatherproof paint with reflecting Scotchlite "T." Provides an excellent way to publicize Toastmasters — and your own club — in your community. Pre-drilled holes make this sign easy to attach. \$15.



**376. Membership and Extension Slide Presentation.** This unique 40-slide show provides a great way to introduce Toastmasters to a civic group, business association or prospective club. The show comes with professionally prepared slides and a script booklet. \$15.



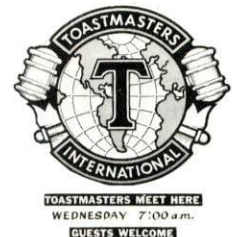
**377-378. TV, Radio Public Service Announcements.** Let Earl Nightingale work for you! These 30-second television and radio public service spots will go a long way toward making the Toastmasters program better known in your community. Information sheets with tips on how to use the tapes are included. Television spots (377), \$25; Radio (378), \$5.



**369-370. TI License Plate Frames and Bumper Stickers.** Carry Toastmasters with you wherever you go . . . or give these popular items as gifts. Let everyone know how proud you are to be a Toastmaster. License Plate Frames (369) sold only in sets of two — \$2.50, plus \$1 postage and handling (U.S.). Bumper Stickers (370) come in sets of two — 70 cents each.



**384. Official Club Meeting Plaque.** White plastic plaque, 10" square. This attractive plaque makes an effective promotional tool to hang in restaurants, auditoriums, business rooms . . . wherever your club meets. Includes pressure-sensitive decals for posting the day and hour of your meeting. \$3.50.



TOASTMASTERS MEET HERE  
WEDNESDAY 7:00 a.m.  
GUESTS WELCOME

## Let Toastmasters Make You a Leader

by Durwood E. English, DTM

There are two fundamental skills that we teach in our organization — communication and *leadership*. It seems, however, that the leadership element is often overlooked. Yet leadership experience is provided at all levels of our organization. While better listening, thinking and speaking are our most publicized goals, extensive leadership training is waiting for you to accept its challenge.

The management cycle consists of setting objectives, planning to meet objectives, organizing the work of the plan and controlling the actions required to meet the objectives.

To illustrate how the management cycle can be used as a vehicle for leadership training in our organization, let's analyze the job of club president. First, this officer must set objectives such as:

- A specific minimum number of members.
- The development of a program providing thorough communication and leadership training for all members.
- A specific number of special educational meetings.
- A schedule of community relations activities such as Speechcraft and Youth Leadership Programs.

The objective must be reasonable and specific, but reaching. Next, the club president plans an approach to meet these objectives. In doing this, you might outline a procedure but, most important, you must assign responsibilities.

For example, you might assign the administrative vice-president to chair a special membership drive to attain the first objective. You decide the educational vice-president will be in charge of developing special educational programs at designated periods during the year. You set ground rules for community relations activities and appoint other club members as directors of these programs.

The president now helps organize these activities by analyzing tasks, setting realistic objectives, outlining the responsibilities of those in authority and coordinating activities.

Once the projects are organized, they must be controlled. The president con-

centrates on the methods used and helps committee leaders by offering advice drawn from previous experience.

A checklist is developed for each objective, making it possible for the president to monitor progress. But the president's most important function is to motivate members. If you develop good plans, get organized and exercise control effectively, chances are the objectives will be met.

The office of club president is one of many Toastmasters leadership positions offering opportunities for management training. The first level of leadership training is found within the club, where there are six officer positions.

The *sergeant at arms* chairs the social and reception committee, which prepares the foundation of each club meeting.

The *treasurer's* office provides experience in establishing budgets, receiving and disbursing funds, maintaining accounts and preparing financial statements.

The club *secretary* keeps accurate minutes of club and executive committee meetings and prepares official reports. In this all-important function, the secretary is a valuable aid to the club president.

Another step up the executive ladder is the position of *administrative vice-president*. This officer heads the membership and attendance committee and the community relations committee and is the official liaison between the club, prospective new members and the community.

The *educational vice-president*, who leads the educational committee, probably is unique to Toastmasters. This officer is responsible for planning overall club programs to meet each member's needs.

The ultimate in experience in club leadership is the *presidency*. This office provides the greatest test of a person's leadership ability. If a president succeeds, this position usually leads to greater opportunities.

Beyond the club level, there are many opportunities for advanced leadership training. The first is the office of *area governor*, which involves the broader leadership responsibilities of coordinating and administering several clubs and their activities.

Beyond the area level are the various district offices, which represent higher levels of management training. At these levels are many committee chairmanships and the positions of administrative lieutenant governor, educational lieutenant governor and, finally, district governor. These officers have broad leadership responsibilities over several areas and many clubs.

For many Toastmasters, the highest leadership goal might be the office of district governor, but there are opportunities beyond that level. The leadership ability of each member of Toastmasters International's Board of Directors is tested for a two-year term in one of the highest levels of decision-making in our organization.

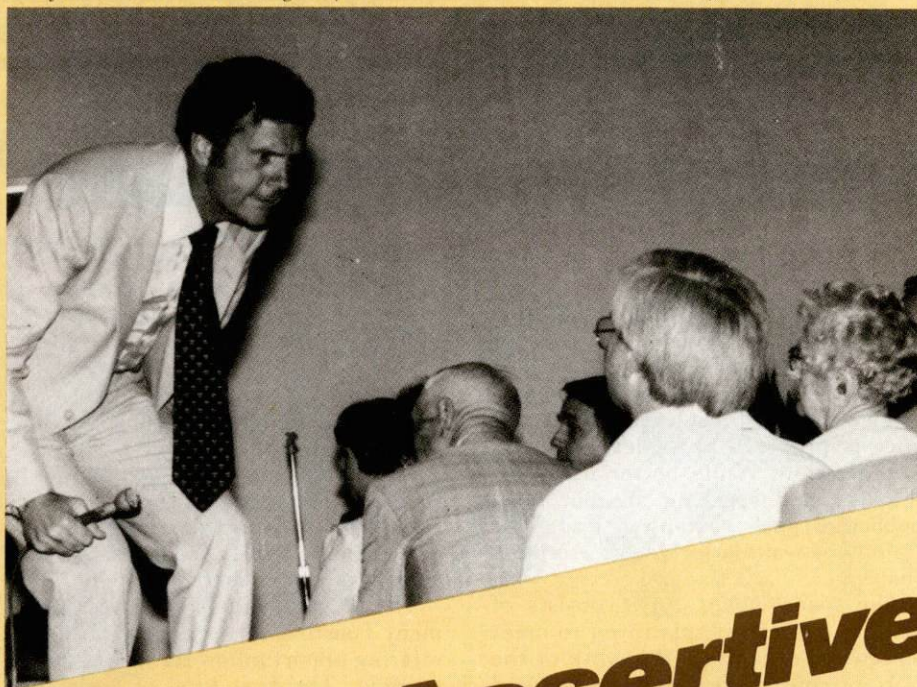
The responsibility of serving as an international director offers the opportunity to guide the programs and operations of more than 3500 Toastmasters clubs. Directors are charged with the responsibility of producing the best possible training programs for thousands of Toastmasters around the world.

There are several new advancements in our educational program that make our leadership training opportunities greater than ever before. They are: the publication and use of the *Area Governor Training Program*, the *Club Management Handbook* and the *Success Leadership Series*, which provides training in leadership for outside groups as well as our own clubs. Each of those programs strengthens the quality of leadership training in our organization immensely.

There is a never-ending list of offices that provide opportunities for leadership training in Toastmasters International. Each of these leadership opportunities is especially geared for a certain phase of management training. The benefits of these opportunities are available to any member who accepts the challenge. Won't you face this challenge and put the "other element" of Toastmasters' training to work for you?

---

Durwood E. English, DTM, past International President and member of Mt. Helix Club 126-5, is business manager of General Dynamics in San Diego, California.



# Be an Assertive Communicator

by Marcia A. Taylor, DTM  
and Richard A. Taylor, ATM

You get more out of life — and you contribute more — when you express yourself assertively.

**I**t's early on a Tuesday morning. You're halfway through your start-of-the-day ritual: a first cup of coffee and a quick review of your work plan. Looking up from your desk, you see Jim, one of your coworkers, making a beeline for your office. Annoyed, you mutter to yourself, "What does he want *this time?*"

A dark cloud seems to settle about your shoulders as you recall the countless times Jim has torpedoed your morning schedule with his drop-in visits. It's not his requests that are painful, but his tortuous and time-consuming way of making them. Your first instinct is to attempt escape. But Jim is already blocking your only exit path, so instead you brace yourself for another nerve-wracking encounter.

Is there someone in your work environment who triggers this response in you? Do others react to you in this manner? Not if you are an assertive communicator.

*An assertive communicator stands up for his*

*or her own rights without violating the rights of others. The value of being an assertive communicator goes beyond the ability to cope with the dread of facing another person, whichever side of the desk you are on. Being an assertive communicator means having improved self-confidence, saving time and simply getting more from (and giving more to) the world in which you live. Being assertive allows you to be a more effective communicator in social encounters at work, at home — in all your contacts with other people.*

If you're an assertive communicator, you will prevent a time-robber's theft of your workday. Moreover, you'll do it (usually) without being offensive. For example, while Jim is busily beating around the bush, you interrupt to say, "Hold it, Jim. Are you trying to say we'll need an extra operator next week to meet production on that order? Okay, why don't we get together and discuss it at 11:30? I've just got to get this report out this morning."



With this response, you have made several important accomplishments.

You have:

- Shown Jim you were listening.
- Acknowledged *his* right to confront you with the issue.
- Asserted *your* right to deal with the issue in a way that takes into account *your* priorities, *your* schedule.
- Limited the amount of time dedicated to the problem. (You know that Jim always leaves for lunch at noon.)

What happens if Jim then says, "But Bob, we have to settle this now!" Jim is being assertive, too, so chances are he'll stop fooling around and get down to business, if you agree to help.

#### Asserting Basic Rights

*An assertive communicator expresses opinions and feelings honestly and directly.* When people are unwilling or afraid to express emotions, communication "games" can develop. For example, every day when you come home, you sit in your most comfortable chair, remove your shoes and lean back (with a great sigh) to

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## Being assertive allows you to be a more effective communicator.

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relax. On cue, your spouse demands, "Take out the garbage!" The same routine recurs every day, and you resent it.

Is your spouse aware of your resentment? Why not communicate that feeling verbally? Perhaps the garbage is "no big deal" to your mate and the ceremony is merely a habit. Assuming that others will recognize or anticipate your feelings — even in long-term relationships — is unfair to both you and them.

Usually you gulp down your resentment and comply. But you're communicating assertively today, so instead you stand up for your rights. "Why do you *always* say that *after* I take my shoes off?" you complain. "Besides, I resent having to take out the garbage every day!"

"I'm sorry," replies the spouse, "I had no idea you felt that way. And I should have waited for you to rest awhile. I'll take out the garbage, and . . . (pausing in the doorway) . . . YOU can wash the dishes!" (Now the spouse is communicating assertively.)

Oh, well. Nobody ever said that being assertive means getting everything you

November 1979

want. But communicating feelings is a way of asserting basic rights and alleviating feelings of frustration and resentment. Once everyone's feeling are out in the open, you can negotiate, on an adult basis, who takes out the garbage and who washes the dishes, rather than falling back into a habitual, destructive behavior pattern.

*An assertive communicator shares ideas and seeks or offers help in their development.* In the work environment, assertive communications can spell monetary rewards. The beat-around-the-bush coworker is one, but not necessarily the worst time-robbler. How about the boss (not you, we hope) who is unsure of an idea, but unwilling to admit that the concept needs developing? Instead of submitting a proposal for discussion or brainstorming, he unfolds the idea slowly and painfully, revealing tiny pieces of the puzzle one by one, watching subordinates react to each detail. Valuable minutes tick away as listeners play "Concentration," struggling to grasp the "big picture" from the few squares uncovered.

How is such waste to be avoided? If it's your idea, lay it directly on the table, exposing all the details. Admit your proposal needs some polishing and ask for suggestions. Who says a new idea must be born fully developed and ready for production. Few are!

If you're the listener in this situation, ask questions: "Why do it this way? Why not that way? How can we do this better? How can we best put this idea into effect? Asking tactful questions is not an attack, but an expression of real interest. Assertive communicators not only share their own ideas openly and directly, they also allow *others* to express candid reactions to those ideas. More importantly, assertive communicators listen with an open mind.

#### Setting Priorities

*An assertive communicator is able to say "no" appropriately.* In professional or private life, one of the most valuable tools of the assertive communicator is the tactful, well-placed, "no." Let's face it: As an assertive person, you can expect to be a more effective person. And because you get things done better, you're going to have more requests for your help and services that you can possibly accommodate. So you have to set priorities. And you must be willing to say "no" to those requests that interfere with those priorities.

It's true that "no" is a risky response in professional life — a misplaced "no"

can get you fired! Yet, there is an appropriate way to say "no" even to the boss.

Let's suppose that Ann, your boss, walks into your office with an assignment. "I need this done by next Wednesday," she says. There go your priorities! Here's an appropriate response: Of course I'll be happy to work on this, Ann, but it's going to mean a two-week delay in the project I'm working on now. Can we extend the deadline on this project so I'll have time to tackle the new one?"

Ann may not have considered the impact of her request on work currently underway. As the boss, she has the authority to change your priorities, but it's your right — and obligation — to apprise her of the potential effects of the change. (You're paid to think, too.) Ann will probably thank you for pointing out the problem.

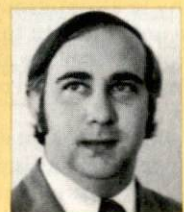
The value of being assertive is that it helps you become a better communicator and a happier, more productive

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## Assertive communicators express opinions honestly and directly.

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person. While there are many ways to communicate assertively, the most important thing to remember is to keep your feelings and thoughts closely aligned with your words and actions, and protect your rights as well as the rights of others. The rest will come naturally. ♣



*Marcia A. Taylor, DTM, past district 63 governor and former editor of District 63's bulletin "The Volunteer Blazon," is a chemist for Eastman Chemical Products, Inc. in Kingsport, Tennessee. Richard A. Taylor, ATM, educational lt. governor of District 58, is a former editor of "The Palmetto Toastmaster" and a training supervisor for Celanese Fibers Company in Rock Hill, South Carolina. The authors are not related.*

Managers must be sensitive to their employees' feelings, but too much empathy can be devastating to productivity.

# THE UNDERSTANDING TRAP

by Nina Harris

**G**ood managers sometimes let their empathy skills work overtime. How often have you heard — or made — the following statements?

- "Jim will do a turn-around if we just give him a chance. . ."
- "Just hint about a mistake and George goes off like a firecracker. Laying low works best. . ."
- "If we try to confront her she'll probably file a grievance. . ."

Through the onslaught of personal development material available to managers, we've been bombarded with the relevancy of empathy skills in combating everything from employee apathy to alcoholism. In fact, we take pride in our ability to be sensitive to our employees' feelings and to be aware of the impact personal problems have on job performance.

We know that total insensitivity to employee feelings is devastating to good management, but the opposite side of the coin — using understanding as a chronic communication style — can be just as damaging to productivity. Let's see how "overunderstanding" can tear down a strong corporate structure.

As a manager, you must coordinate a total team effort to get the job done. When you're too understanding and consistently settle for less than good work performance, your staff stagnates. The result? Deadwood develops

and you're faced with staff members who sap strength from the team effort.

The classic, "Well, you know John never follows through. . ." is the over-understanding manager's way of working around — not with — the deadwood. Meanwhile, the employees who *have* been producing are probably leaving your company or department to work for employers who make sure the workload is distributed fairly.

What makes managers "deadwood developers"? Reread the examples in the opening of this article. All of those statements are excuses that give us permission to avoid *confronting* employees. And as soon as we start choos-

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## Confrontation is a necessary part of every manager's job.

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ing not to confront employees, we begin to develop deadwood.

### Confrontation Skills

Are we really doing employees a favor by not expecting accountability for job performance? I don't think so! I believe most people know their limitations already, so a confrontation doesn't tell them anything new about themselves. In fact, a confrontation can serve as a stress release and a point to begin

problem-solving (and goal-setting)!

What about people who really *can't* change? The most understanding tactic you could use with them would be to help them find a job within or outside the organization that they can successfully handle.

You see, most "can'ts" are really "won'ts." Your least productive employees can probably be as efficient as those who are most effective — if they *choose* to perform better!

What are some specific ways of developing more positive confrontation skills? The key lies in the fundamental principles that underlie basic assertion training:

- *You have a right — and a responsibility — to confront.* Managers who don't live by that philosophy often find themselves saying, "It's easier to do it myself." Until you earnestly feel that confrontation is a necessary part of your job, you're going to have difficulty accepting the statements that follow.
- *Develop an "outcome-oriented" approach to confrontation.* Often managers lose control of quality productivity by failing to set specific standards and timelines. By making your expectations clear at the onset of a project, you free employees to accept not only the responsibility, but the creative challenge of designing their own ways of meeting your objectives.
- *Don't take on employee responsibilities.* Sometimes employees who ask for help

will try to get you to do the job for them. Remember, your job as a manager is to guide them in their problem-solving, not to take the responsibility for them.

- *Give clear messages.* Most office communication is vague. Here are a few tips to help you structure clear, objective sentences:

1. Be brief. The more words you use, the less effective the message will be.

2. Avoid asking questions when you're really making a statement.

Example: "Where are the Carson files?" is a legitimate question. "What do you think of Smith's attitude?" is probably a poorly masked statement designed to "size up" the respondent's opinion.

3. When posing a question, avoid asking, "Why?" — the most defense-provoking question in the English language. Use objective rather than emotional questions. Ask: "What are the reasons? How did it happen? Tell me about it. . ."

4. When discussing behavior you'd

## Employees stagnate when managers settle for poor work performance.

like to change, describe that behavior before revealing your feelings about it. Note the difference between:

Example A: "I'm really upset that you're consistently late." (This statement begins with feelings, setting the stage for an emotional confrontation. Because the listener is reacting to the words "really upset," he or she may never focus on solving the tardiness problem.)

Example B: "Jane, the last three days I've noticed that you've been arriving to work at least 15 minutes late. I'm upset because it affects the attitude and performance of other employees."

See the difference?

Tell employees how much authority you want them to assume. Do you want them to "take the ball and run with it," "handle the problem and submit a report" or maybe "investigate the situation and make a recommendation"? They'll never know unless you tell them what your expectations are.

- *Your employees' feelings belong to them.* Dealing with the attitudes and feelings of employees after a confrontation is difficult. If their responses are negative, their work may suffer. Don't "buy" pouting or irritation. If their reactions begin to affect their jobs, then the reactions need to be confronted, too! Which brings us to. . .

- *The importance of supportive feedback.* If you've been giving staff members

November 1979

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recognition for their accomplishments, you've laid the foundation for minimal "bounce-back" time when confrontations are necessary. Trust, loyalty and resilience are developed by managers who recognize the value of praise.

- *Don't abdicate the throne!* Nonassertive managers often "wash their hands" of situations. Remember that you hold your position because your organization has entrusted you with a certain amount of responsibility and authority. Your authority isn't diminished when you delegate work to employees. Remember, in the final analysis, you are ultimately responsible.

### Formula for Success

Sound like a big order? It is! But the development of strong confrontation skills is an exciting challenge. This process involves a whole gamut of communication skills — vocal variety, word selection, timing. Blend that with a basic understanding of your self-worth, an appreciation of your employees and a sense of what's best for the organization and you have a formula for success.

Where can you go for help? The basics are no farther away than your

Toastmasters' evaluation guide. Many of the principles that guide applies to speech evaluations work just as well in dealing with employees.

Want more training? Most colleges and universities offer assertive training (confrontation skill building) courses for a minimal fee. You'll find classes in business, counseling and psychology departments. There are also a wide variety of reading materials available through your local paperback dealers. But remember, the key is *doing*. Practice really does make perfect! 🗣️



*Nina Harris, ATM, is director of Career Consultants, a firm in Tempe, Arizona, that provides communication consulting services to educational systems, private businesses and individuals. An active*

*member of Park Central Toastmasters Club 3527-3 in Phoenix, Dr. Harris also teaches communications classes at the community college level, and her training programs are being used in universities and colleges throughout the Southwest United States.*

## The Gracious Way To Accept a Compliment

**Q** *I always feel great when someone compliments me on the way I delivered a speech, but I never know how to respond. Do you have any suggestions that can help me accept words of praise more graciously?*

**A** Many people feel uneasy about accepting compliments. It's common to put down your performance so you won't appear to be conceited, but when you do that you're belittling the judgment of the person making the compliment.

Self-esteem is the answer you're looking for. Dr. Sidney Simon of the University of Massachusetts explains, "When you are a beautiful person, you can accept compliments, not as manipulations, but because you believe the person realizes how great you are!"

This points to the root of the problem. We don't even dare tell ourselves we did well. So naturally it's difficult to listen to praise from someone else and respond appropriately.

Prepare yourself for that inevitable tribute by developing your self-esteem. Don't disclaim compliments. Be ready to accept them with a response like, "Thank you. You're a nice person to say so."

*The response to this question has been contributed by Clayton Speer, a member of Athens Club 1979-14 in Athens, Georgia.*

## How to Produce Top Quality Cassette Recordings

**Q** *I would like to make some cassette recordings of my speeches to use as a promotional tool for lining up more speaking engagements. What steps are required to produce a high quality recording and how much will it cost?*

**A** There are really three ways to record your own speech on cassette. The first one, of course, is to do it yourself with a portable cassette recorder or a stereo home recording deck. A better alternative is to use an open reel tape recorder of current vintage. Don't pull out the old brand "X" from the closet with an old piece of tape and expect it to yield a top recording. Advancements in the recording industry have been phenomenal in the past few years and the tapes recorded on low-

priced machines today are better than the ones recorded 10 years ago on more exotic machines.

If the tape is being recorded for reproduction and distribution, particular care must be taken to assure that the quality is top-notch from the start. If your original recording is less than the highest quality, there will be quite a magnified loss as it goes through the reproduction process. If you don't have access to a suitable recorder, hire an outside recording service.

The quality of any recording depends greatly on the kind of microphone you use. If the talk is to be recorded for reproduction, use the tiny clip-on microphones television newscasters wear. These small microphones, about the size of the end of your little finger, are powered by a small battery and amplifier. These microphones are far more desirable than the inboard types. Long cords are available and can be placed inconspicuously under your clothing.

Be sure to anticipate noise problems created by the low frequency rumble of the air conditioning and heating system. We usually don't notice this sound while we're speaking, but it's distracting when reproduced on tape. Some portable recorders have a built-in filter to reduce the volume of this undesirable sound.

After you are satisfied that you have made arrangements for a top quality recorder, buy a new top-brand cassette tape. Be sure you remember that a C-60 cassette (one hour) runs only 30 minutes per side. If you're planning a 40-minute presentation, this just won't work! If your presentation is to exceed 45 minutes, you are in trouble even with a 90-minute cassette because each side is only 45 minutes. Two-hour cassettes (C-120) should be avoided because they are made of extremely thin base material. The thin base and coating material on a C-120 tape is highly susceptible to twisting up inside your machine and lacks the dynamic range of your heavier base tape. If you must use a C-120 tape, record with two machines simultaneously in case of failure. If you plan to reproduce a talk recorded on C-120 tape, you should be warned that there's a danger of damage while the tape is going through the duplicator. When shopping for a cassette tape for an important recording, look for a brand name in the \$2.50 to \$3 minimum price range.

If you hire a professional recording service for a 30-minute or 60-minute

talk, the charge will probably be between \$75 and \$150. An alternative to a professional service would be rental of a quality recorder for a local audio visual supply or hi-fidelity store. If you plan to reproduce your presentations for distribution, small quantities of a cassette (12 or less) will probably cost about \$2 each. The cost may be as low as 70¢ if you order 500 to 1000 tapes. For another \$20 to \$30, you can get a small quantity of printed cassette labels. The use of a professional speaker's voice for the introduction and a cut of music for the opening should cost less than \$100.

*These valuable tips have been provided by Bill Johnson, president of General Cassette Corporation, 1324 N. 22nd Avenue, Phoenix, Arizona. Mr. Johnson, director of the National Speakers Association, is a 29-year veteran of the recording industry. His firm produces cassettes for top speakers such as Cavett Robert, Christopher Hegarty, Dr. Charles Jarvis, Patricia Fripp and LilyB Moskal.*

## Projecting Confidence

**Q** *Some years ago, my right thumb was amputated and ever since that time I've been self-conscious about using gestures when I give a speech. To become a successful public speaker, I know I have to overcome this problem. I would appreciate your assistance on this very important matter.*

**A** Have you considered the possibility that you may be the only person who is really conscious of your amputated thumb when you're making a presentation before an audience? What is most important to the audience is the speaker — what he or she has to say and how that message is verbalized.

Most people are not distracted by the loss of an appendage. If you speak confidently — without worrying about the reactions of others — your audience will concentrate on your message. But don't be afraid to use body language. Natural gestures probably won't even be noticed by your listeners, but body language does have a strong subliminal effect on an audience, adding the emphasis needed to make a speech powerful and memorable.

*Send your questions to Toastmasters International, Publications Department, 2200 N. Grand Ave., P.O. Box 10400, Santa Ana, CA 92711, Attention: Speakers Forum. Please send your name, address and club and district number with your question. —Ed.*



You can avoid confusion and win cooperation by following these simple guidelines when giving orders.

# Taking the Disorder Out of Your Orders

by Charley Johnson  
with Ann Carrigan

**W**hy can't people follow simple instructions? Why do I have to do things myself if I want them done right? The workers of today just don't listen!"

How often do you hear plaintive laments like these? And how often do you nod your head and murmur a sympathetic, "Amen"? If you've been frustrated by the failure of others to follow instructions, you may be overlooking the fact that, in most cases, the fault lies not with the listener but with the person who's giving the orders.

Just as it has been said that communi-

cation is the nerve system of any organization, we can, at the risk of mixing metaphors, say that verbal orders are the fuel that propels any organization.

My experience as a personnel consultant and conductor of leadership seminars for supervisors has convinced me that too many of us mix water with this fuel — water that makes the organization sputter, causing costly errors and misunderstandings.

#### Clarifying Orders

We all give and receive orders in a variety of situations at work and at home. You ask your teenager to pick up your dress from the cleaners; you invite a friend to have lunch with you; you ask your secretary to bring you a particular file; you place an order by telephone; you send an employee to your home for some documents. Yes, all our contacts, social and business, are laced with such

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### Don't assume that your listener knows as much as you do.

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requests, and our relationships are shaped by the ways in which we express our wishes and respond to the demands others place on us.

Much attention is directed to the *style* in which orders are given — a manner that motivates the receiver to want to carry out the order. But we pay too little attention to the content of the orders we give. No matter how badly the listener wants to comply, if the order isn't clear, it's not likely to be followed.

In our seminars on communication, we define communications as the process of "getting an idea correctly from one head to another." And to make sure that process is carried out successfully, we've developed the following set of "hexasteps."

The first step is *assessing your listener's level of skill and knowledge*. Don't assume that your listener knows as much as you do. Suppose you are at work and have immediate need for some documents you left at home. Your house is across the city on an obscure street. The only way to get the papers is to send an employee who is new in town and has no car. It's more than a little disquieting after you have explained in detail the need, the route and the urgency to hear the employee say, "Your car better be an automatic (it isn't) because I can't drive a stick shift." On the other hand, a tedious explana-

tion may waste time and strain relationships. For instance, it's not only unnecessary downright embarrassing to explain carefully how to get to the hard-to-find destination only to hear a response like, "Yeah, I know, my uncle lives on the same street."

The next step is to *give the reasons for the orders and to explain its significance*. Those who will carry out your orders should be aware of your goals and priorities. That knowledge helps employees get involved, and full participation is a key to success in any cooperative effort. To get those documents you need so badly from home you must stress the urgency of the situation, or your messenger might be tempted to stop for a hamburger on the way. But when your employees know *why* an order is important, they can make intelligent decisions that will help you reach your goals.

The third step calls for *specific instructions given slowly enough to allow time for comprehension*. Remember, no one can read your mind. When you're familiar with a project, it's easy to skip over important details as you explain it to someone else and it's natural to speak at a rate that might overwhelm your listener. You, of course, could get to your house for those papers with no trouble, so the directions sound simple to you. You may forestall any questions by concluding, "You can't miss it." In this case (and thousands like it), your messenger not only can, but probably will get lost. You can remove another barrier to compliance with any order by giving instructions at the *listener's* rate of absorption.

#### Written Instructions

Next you must *be sure your listener remembers the essentials*. Tests have repeatedly shown that most of us have trouble remembering more than three unrelated items. Again, familiarity with the topic encourages us to assume that the listener will retain all that we recite. Unfortunately, hearing isn't necessarily learning. And since we are all reluctant to expose a lack of comprehension, especially to our bosses, many acknowledging nods hide confused uncertainty. This is where the pencil comes in. Elementary as it may seem, insist that certain instructions or orders be written down so you can be sure they won't be forgotten.

Getting back to that employee you sent on the rush mission for those papers, suppose you merely wanted some office supplies from the stationery store: two reams of 20 lb. bond paper, one ream of yellow second sheets, three boxes of paper clips, IBM typewriter ribbon #1136108 and two dozen memo pads. You, no doubt, could remember

all the items without writing them down. But when you send someone else who's not so intimately concerned with the project, make a list — or plan for two trips.

How do you know your order has been understood? The fifth step will answer that question for you — *get feedback*. Ask your listener to interpret your order in his or her own words so you can make any corrections necessary to insure that you at least have the same objective.

Suppose you have an opportunity for a brief visit to New York. You make a quick phone call to a friend asking him to get a couple of "good seats" to a lively show on that date. What you have in mind is a musical comedy and center section seats about halfway back. You end up with two second-row tickets to a rock concert. No, your good samaritan is not stupid. You merely neglected to

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### Get feedback. Make sure your order is understood.

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consider the possibility that his concept of "good seats and a lively show" might be different from yours.

Words have different meanings for different people, and that diversity creates many opportunities for misunderstandings. However, you can avoid confusion through careful communications.

The final step in the order-giving process is crucial. We call it the "*what if*" factor. Anticipate problems and you'll be able to prevent them from slowing your process. If you ever feel discouraged, remember: The really happy and successful supervisors *always* allow for "Murphy's Law."

So there they are — six simple steps to help you minimize errors and misunderstandings. Your observance of these "hexasteps" may not eliminate communication problems in your organization, but they will sharply increase your chances of getting your ideas across correctly and getting your orders carried out quickly and efficiently. 🗣️



Charley Johnson, a member of Glendale Civic Center Club 1256-52 in Glendale, California has been conducting "Tailor Made" Seminars for first line supervisors for more than 10 years. Ann Carrigan is his secretary-assistant.

Don't wait for job offers to come to you. Sell yourself!

# Steps to Success for Promotion Seekers

by Jack R. Phillips

**W**ork hard, study, learn everything you can. The harder you work, the farther you'll go. . . ."

Sound familiar? Whether it came from a parent, an employer or a high school career counselor, most of us have heard that "fatherly" advice at some point in our lives.

It's sound advice, but it's missing one very important ingredient of success — planning. If you really want to advance in your career, you must ask yourself: "What *specific* action can I take to get a promotion? What has worked for others?"

No matter what action you decide is necessary, you must be prepared to sell yourself. The success of any business depends on how well the product is marketed. The same principle applies to you. If you can do a better job of letting people know what you can do and particularly what you can do *for them*, you'll be well on your way to reaching your goals for career advancement.

The following guidelines will help you develop your own self-marketing approach. They've worked for me and I'm sure they can increase your chances of getting the next job you want:

- *Set goals.*

This is fundamental but extremely necessary. You can't get where you want to go if you don't have a plan of action. A person without goals is like a ship without a rudder.

When setting your goals identify the

position you are seeking and set a deadline for obtaining the promotion. Make sure your goals are realistic. There shouldn't be any insurmountable obstacles. A goal should also present a strong challenge. And it should be stated in writing so you can refer to it often.

#### Prepare for Opportunities

Harry Brock, the chief executive officer of a large Southern bank holding system, reached the top of his profes-

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### To get a promotion, you must aggressively pursue your goals.

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sion by setting goals. When he was in his 30s, he decided that by the time he was 40 he would be president of a bank with at least \$25 million in deposits in a city with a population of at least 25,000. Harry wasn't even involved in the banking business when he set his goal. But he pursued his objective doggedly and ultimately exceeded his original goal. In 1964, he formed a new bank and became president. Today, that bank has more than a billion dollars in deposits and is the fastest growing bank holding system in the United States.

If you don't set a goal to be prepared for the job you want by a particular time, chances are you won't be hired when the position is available. Don't let

the opportunity find you unprepared.

- *Analyze your last promotion.*

Knowing why you got your last promotion can help you get promoted again. Did you land your present job because of your abilities and skills or because you happened to be at the right place at the right time? Most people don't bother finding out the reasons for their promotions. Many are afraid to ask, and that is certainly a mistake.

Chances are the people who gave you your last promotion are still in a position to advance you. If you know what convinced them then, you may be able to convince them again.

Many companies follow an established procedure when giving promotions. For instance, there may be an announcement of a job opening, a screening of applicants to narrow the field of competition and a thorough evaluation of those who are being seriously considered for the promotion. This is particularly true for management jobs. By finding out why you were promoted, you can gain insight into the process that your organization uses to select people for promotions.

#### Visibility

- *Establish key contacts.*

The old saying — "I can get by with the help of my friends." — certainly is true when it comes to landing promotions. The more friends you have, particularly influential friends, the better your chances of being promoted into a larger variety of jobs.

Don't confuse this with the traditional "brown-nosing" of managers or executives. You don't need to do that. Let other people know you have talent. Show them what you can do.

When you respond to a request, make a contribution and project a positive attitude. A key person, in turn, will help you when you need assistance. You'll find key contacts at all levels of an organization. Don't ignore those at the lower levels of the company structure. You need them too.

Your key contacts may include the employment manager, industrial relations manager, training manager, production manager, sales manager or chief engineer. These people may be in a position to recommend you for a job or at least to discuss your abilities so others will know what you can do.

- *Get maximum exposure.*

Make yourself visible. Get involved in company activities. Volunteer for assignments. And by all means do a good job when you volunteer. It's better to do nothing than to do a job poorly.

Boyd Schenk, chief executive officer of Pet, Inc., was asked how he moved from his job as lab technician to the executive vice-president's position in 11 years. He replied with one word — "visibility."

Positive exposure gets people on your side, and that kind of support helps you move up. Also, your boss will appreciate your talents more if he or she hears of your accomplishments from other sources. I know many people who are doing a good job but fail to let others know it. If they would take that extra step to market themselves, then other people would take notice of their abilities.

Recently, I was in a position to recommend someone for a key job in our company. I recommended a Toastmaster who had impressed me with his ability to handle responsibility. That individual was selected for the job and I'm convinced that if I had not met him in Toastmasters and made the recommendation, he would not have been promoted, for he was not actively pursuing the position.

### Building a Reputation

- *Do an excellent job on your present assignment.*

It's unlikely that anyone who's doing his or her present job poorly will get a promotion. We sometimes hear the expression, "Old Joe was kicked upstairs." If that ever happens, it's a rare case. You must establish a good performance record on your present job if you want to move on to a better position.

A few years ago, an acquaintance of mine accepted a job as a stepping stone to another position. He had his mind on

his next job and neglected his current assignment. He not only didn't get the next promotion, but was stripped of most of his responsibility because of poor performance.

The first thing a manager or supervisor will review in selecting a person for a job is his or her current performance record. All records of your job performance will be thoroughly evaluated and they may become the primary selection criteria.

- *Prepare yourself for your next job early and go after it.*

It's never too soon to start preparing yourself for your next assignment. Whenever I'm promoted, I immediately start working toward the next job I want. The way you prepare yourself depends on your situation. Study, involvement in professional activities and membership in a professional organization are some fundamental approaches to job preparation.

Suppose you have just been promoted to the position of production control specialist and you want to move into sales. What would you do? Here's a partial list of the many ways

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## It's better to do nothing than to do a job poorly.

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you might prepare for that promotion:

- Become completely familiar with every product your company produces.
- Let sales management know you have an interest in that department.
- Volunteer for assignments that can bring you in contact with sales people.
- If there's a suggestion system, submit a recommendation about something you see in the sales organization that could be improved.
- Take a sales training course.
- Read a book on marketing or sales.
- Ask key managers in the sales organization how they operate. Ask for product bulletins, catalogs or any other material that might be helpful.
- Join and participate in an organization that has sales people in it.

If you make a good impression, you'll become a fixture in the minds of your company's sales managers and they'll remember you when they're looking for new sales representatives.

### Develop Your Strengths

- *Find out what you can do better than anyone else and do it.*

This is another fundamental rule. Some people concentrate so intently on overcoming their weaknesses that they fail to develop their strengths. We should be concerned about our weak-

nesses, particularly if they keep us from being promoted. However, by building on our strengths, we can increase our chances of being promoted.

Let people see your strengths. Show people you can solve problems and contribute ideas. Become an expert at what you're doing. You'll be surprised at how many people will call on you for help. Build on your strengths and you'll improve your overall performance while increasing your exposure.

These seven guidelines won't guarantee you success, but they can help you get a promotion. While following the guidelines, there are some key principles to keep in mind. These principles concern the way you conduct yourself, the rules you live by regardless of what you are involved in. They are simple, but often ignored.

- **Make as few errors as possible.** We all know that to err is human, but mistakes still don't look good on a job record. Assume that any error you make can be fatal. Take steps to keep errors to a minimum. A mistake-prone person will not be successful.

- **Keep all your promises.** If you fail to keep promises you will lose respect from everyone. Don't make a promise unless you intend to keep it. Otherwise, it will eventually catch up with you.

- **Don't lie.** Little lies lead to big lies and before you know it you're backed into a corner. You won't advance in your career if your honesty and integrity are in question.

- **Don't make enemies.** We usually don't think about people at work in terms of friends and enemies, but you have both. Your friends can help your career; your enemies can destroy it. It's imperative to keep as many people as possible on your side. You may have to take on responsibilities you don't want to avoid making enemies, but you'll benefit in the long run. When your enemies outweigh your friends, you're in trouble.

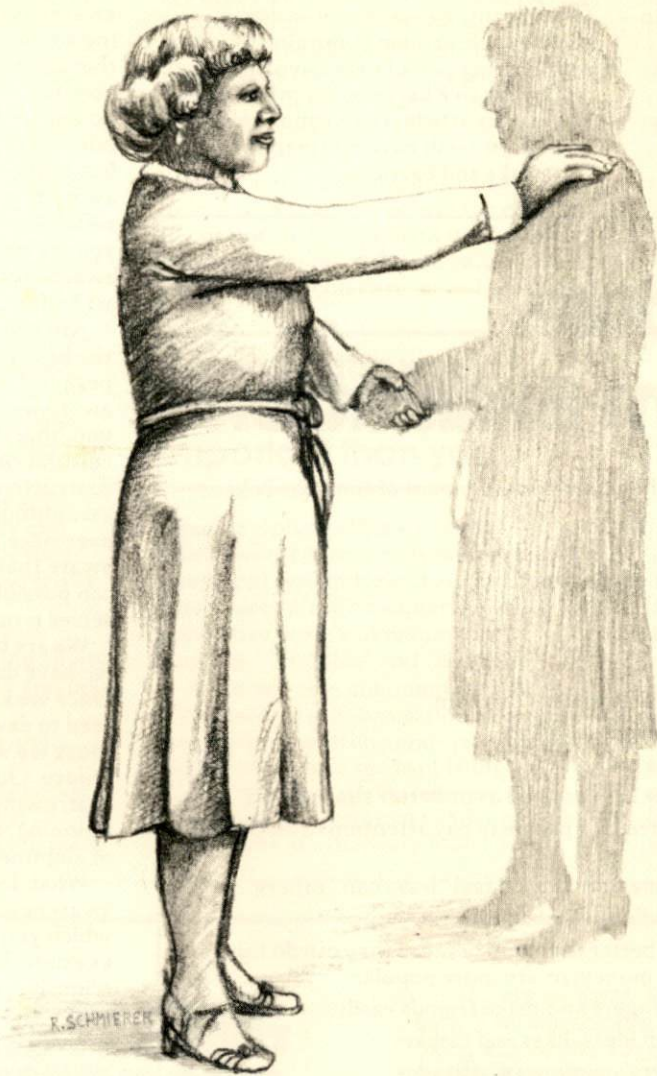
Remember, the traditional approach to securing a promotion may not be the best. Hard work and study alone may not get you where you want to go. It takes a professional marketing approach to reach the top of any profession. 🍷



Jack Phillips is manager of Personnel Administration and Development for Stockham Valves and Fittings in Birmingham, Alabama. He also is a member of Stockham Club 818-48. He has contrib-

uted articles to a number of other publications, including Training Magazine, Manage Magazine and the Advanced Management Journal.





Sound self-esteem — total unconditional acceptance of yourself — is vital to your success as a public speaker.

# Building Self-Esteem

by William J. McGrane

**E**very person is a public speaker until age three and then you are told to shut up. We start our lives as butterflies and then very often end up in a cocoon. What price are you willing to pay to become the most you can become as a human being?

I suggest you consider developing sound self-esteem. How? Stop reading right now and take the Self-Esteem Evaluation prepared by the Barksdale Foundation. Once you've completed the evaluation, you will know the level of your self-esteem at this time in your

life. You'll know that self-esteem is an emotion, a feeling. It is the degree to which you actually feel warm and loving toward yourself. Thus it follows that self-esteem is genuine love of self.

Sound self-esteem requires *Total Unconditional Acceptance* of yourself. You are a unique and worthy individual, regardless of your mistakes, defeats and failures, despite what others may think, say or feel about you and your behavior.

Please read that last paragraph at least two more times before you con-

tinue, for the prerequisite of sound self-esteem is *Total Unconditional Acceptance*, free of all conditional "ifs" and "buts," of all judgmental "oughts," "shoulds" and "musts." Self-esteem is definitely not egotism. In fact, egotism is a classic symptom of low self-esteem, for if you truly accept and love yourself, you won't have a driving need for attention and approval.

## Breaking Down Barriers

As a public speaker with sound self-esteem, you will not feel vulnerable to the opinions and attitudes of your

audience, for you will not be fearful of exposing your real self or have a need to impress others with your worth and importance. Self-esteem is not an arbitrary self-image one would like to project to the world. Neither is self-esteem a self-concept based on an intellectual appraisal of your strengths and weak-

nesses, of your talents and capabilities. Once again, *self-esteem is an emotion, a feeling*. Self-esteem is genuine love of self. Freeing you of defensive masks and protective barriers is a prime objective of this article. With sound self-esteem you will have no further need for masks and barriers.

Do you know that it is our current awareness that prevents us from having sound self-esteem? Are you aware, that neither you nor anyone else can possibly make you one bit "better," that no one in the entire world is innately one iota more or less worthy, more or less important than you? Are you aware that lack of self-esteem is no reflection on you? Are you aware that you are neither your actions nor your awareness, that you are not bad if you act bad?

Are you aware that you invariably do the best your prevailing awareness permits? Are you aware that if your awareness is faulty it is no reflection on you, that it is simply the result of faulty cultural conditioning, of the faulty and destructive concepts, values, beliefs and assumptions you have been subjected to ever since you were born? Are you aware that the one and only thing we can possibly make better about ourselves is our *awareness*?

We are blameless regardless of what we have done or not done in the past. Once we know this, then we can proceed to develop as public speakers because we will eliminate our fear of failure. Our fundamental problem is that, owing to our faulty cultural conditioning, our present awareness is out of alignment with reality.

What do we mean by *awareness*? Your awareness is the degree of clarity with which you perceive, understand and evaluate, both consciously and unconsciously, everything that affects your life.

Please make a firm commitment to yourself to expand your awareness in every way possible and at every possible opportunity. Make good use of every available fragment of time to develop yourself as a public speaker. Be constantly aware of everything you think, say, do and feel, and search out the motivating need or cause of each. Program yourself to be aware of all your values, concepts, beliefs and assumptions.

#### Significance of Self-Esteem

What are the damaging effects of low self-esteem? Lack of sound self-esteem is the fundamental reason people don't "feel good" about themselves and about life in general. Lack of sound self-esteem is the root cause of practically every personal problem. Lack of self-esteem destroys natural confidence and exuberance; it makes people feel guilty, inferior, inadequate, unworthy and anxious. Lack of sound self-esteem generates anxiety and fear, denies us a sense of inner freedom, self-sufficiency and competence. Lack of sound self-esteem causes people to hide behind protective barriers. Lack of sound self-esteem prevents meaningful friendships and loving relationships. Lack of

## The Barksdale Self-Esteem Evaluation

Score as follows (each score shows how true or the amount of time you believe that statement is true for you):

0 = not at all true for me

1 = somewhat true or true only part of the time

2 = fairly true or true about half of the time

3 = mainly true or true most of the time

4 = true all the time

- \_\_\_\_\_ 1. I don't feel anyone else is better than I am.
- \_\_\_\_\_ 2. I am free of shame, blame and guilt.
- \_\_\_\_\_ 3. I am a happy, carefree person.
- \_\_\_\_\_ 4. I have no need to *prove* I am as good as or better than others.
- \_\_\_\_\_ 5. I *do not* have a strong need for people to pay attention to me or like what I do.
- \_\_\_\_\_ 6. Losing *does not* upset me or make me feel "less than" others.
- \_\_\_\_\_ 7. I feel warm and friendly toward myself.
- \_\_\_\_\_ 8. I *do not* feel others are better than I am because they can do things better, or have more money, or are more popular.
- \_\_\_\_\_ 9. I am at ease with strangers and make friends easily.
- \_\_\_\_\_ 10. I speak up for my own ideas, likes and dislikes.
- \_\_\_\_\_ 11. I am not hurt by others' opinions or attitudes.
- \_\_\_\_\_ 12. I *do not* need praise to feel good about myself.
- \_\_\_\_\_ 13. I feel good about others' good luck and winning.
- \_\_\_\_\_ 14. I *do not* find fault with my family, friends or others.
- \_\_\_\_\_ 15. I *do not* feel I must always please others.
- \_\_\_\_\_ 16. I am open and honest and not afraid of letting people see my real self.
- \_\_\_\_\_ 17. I am friendly, thoughtful and generous toward others.
- \_\_\_\_\_ 18. I do not blame others for *my* problems and mistakes.
- \_\_\_\_\_ 19. I enjoy being alone with myself.
- \_\_\_\_\_ 20. I accept compliments and gifts without feeling uncomfortable or needing to give something in return.
- \_\_\_\_\_ 21. I admit my mistakes and defeats without feeling ashamed or "less than."
- \_\_\_\_\_ 22. I feel no need to defend what I think, say or do.
- \_\_\_\_\_ 23. I *do not* need others to agree with me or tell me I'm right.
- \_\_\_\_\_ 24. I *do not* brag about myself, what I have done, or what my family has or does.
- \_\_\_\_\_ 25. I *do not* feel "put-down" when criticized by my friends or others.

TO FIND YOUR OWN SELF-ESTEEM INDEX, simply add all scores. The possible range of your Self-Esteem Index is from 0 to 100. Research shows that an SEI under the mid-90s is a handicap to one's emotional well-being. An SEI of 75 or less indicates a *serious* handicap and an SEI of 50 or less indicates a really crippling lack of self-esteem — one that handicaps you in all areas and that keeps you from "feeling good" — especially from being loved and loving.

sound self-esteem robs people of inner peace and happiness, of loving and being loved.

On the other hand, with sound self-esteem:

— We will allow ourselves the freedom to accept mistakes, defeats and failures without feeling unworthy or "less than," without self-condemnation, shame, blame, guilt or remorse.

— We will be free of a desperate need to prove ourselves "better than. . ."

— We will accept our innate authority to do as we personally see fit and take responsibility for our actions.

— We will be able to release our full potential for creativity and happiness, to undertake any endeavor without fear of failure or defeat.

— We will enjoy harmonious and loving relationships with family and friends, for we no longer will be judgmental, harsh, demanding of ourselves and others.

— We will enjoy a deep sense of confidence in our public speaking ability to take on anything or anybody and not worry about the outcome.

— We will be free of anxiety and depression.

— We will experience a tremendous overriding sense of freedom and exhilaration, a joyful eagerness to meet

life on its own terms, to share ourselves and our ideas with everyone.

What is the major reason which prevents us from achieving sound self-esteem? Without a doubt, it is value judging ourselves on a conscious or subconscious level.

Value judging is praising or condemning yourself or others for complying or not complying with your own particular values. Adverse value judgments in particular are identifiable by

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## No one in the world is innately more or less important than you.

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emotional charging, by your tone of voice, countenance, body language and emotional resistance and are most easily recognized by a querulous accusative voice and judgmental "oughts," "shoulds" and "musts."

Adverse value judgments of self are expressed by self-accusation, condemnation, belittling and "put downs," which generate a sense of being "less than," of shame, guilt, remorse, inadequacy and unworthiness. Adverse value judgments of others are based on the

false assumption that they have the same awareness and, therefore, the same concepts, values, needs and beliefs as you. In other words, value judging is the criticism of yourself or others for doing or not doing something that violates your own particular set of values. In short, *value judging is finding fault with yourself or others*. Value judgments imply that you "should" have a different awareness. Make a decision to:

- Stop all adverse value judging of yourself.
- Stop accepting the adverse value judgments of others.
- Purge yourself of all condemnation, shame, blame, guilt and remorse.

### Subconscious Impressions

We may be fully convinced intellectually that condemnation, shame, guilt and remorse are not only totally unfounded, but are indeed the basic cause of our self-rejection and "hurting," but unless we correct our subconscious conditioning, we will continue to value-judge ourselves even though we're not aware of it.

Years of adverse value judging, by both ourselves and society, may have convinced us on a deep subconscious level that we are "no good." In other words, whether or not we like it, we

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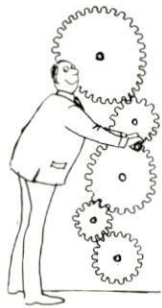
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may be programmed with false and destructive concepts of human behavior that make us belittle and dislike ourselves, preventing us from becoming successful public speakers. Such negative data has been continually fed into our "computer" and stored in our memory bank until we really do believe that we are "no good," and this faulty assumption is constantly reinforced by both conscious and subconscious value judging by ourselves and others.

If we are to achieve sound self-

### Sound self-esteem will free you from the fear of failure.

esteem, we have to work on the subconscious level so we will no longer accept adverse value judgments should they occur; and they will occur until such time as we have cleaned out our memory bank and turned our thinking around. In fact, subconscious value judgments are the greatest obstacles to achieving sound self-esteem.

But how can we do this after so many years of destructive malpractice? We have to first realize that we cannot stop value judging on a subconscious level

until we correct and replace the false, destructive concepts of human behavior at a deep level of our consciousness. For the *Law of Consciousness*, which is just as inexorable as the law of gravity, states: "Whatever you believe and hold to be true at a deep level of your consciousness inevitably manifests itself in your life."

Now since the reality is that we do have false and destructive concepts deeply imbedded in our consciousness, it is up to us to cancel out and replace them with sound self-esteem. We can do this very effectively, and in a simple straight-forward manner, by repeating affirmations while we are in a relaxed, open and receptive state of mind.

Here are the basic requirements for effective affirming:

- Be convinced of the crucial need for doing your affirmations. An affirmation is a positive declaration.
- Be fully convinced of the validity of the statements that you are affirming.
- Be physically relaxed and maintain your mind in an open and receptive state.
- Be aware of the full significance of every word and phrase of the affirmation.
- Imagine and sense the tremendous benefits of your affirmations as if they

were already a reality.

— Incorporate as much imagery and feeling in your affirmations as you can manage (see yourself standing in front of an audience and experiencing their recognition and applause).

— Be consciously aware that you are doing your affirmations because you want to, because they are important to your success as a public speaker.

#### Self-Fulfilling Prophecies

It is of crucial importance to affirm only what is real, positive and constructive, only what you truly want to happen in your life. Thus, it is of vital importance to stop affirming such negative conditions as, "I am not a public speaker; I am not prepared." Such affirmations have a tendency to be self-fulfilling prophecies, preventing us from achieving the degree of success that we want as outstanding public speakers. Affirming positively on a regular basis is absolutely essential to stop value judging of ourselves on the subconscious level, to obtain the fantastic benefits available to one with sound self-esteem.

You now have an opportunity to make your dreams come true. Here is a 30-day program that will begin your journey to excellence in the speaking profession. Please read these affirmations three times each day:

- I am an outstanding public speaker.
- I accept myself totally and unconditionally.
- I never devalue myself through destructive self-criticism.
- I have unconditional warm regard for all persons at all times.
- I show that I am 100 percent alive by thinking, speaking and acting with great enthusiasm.
- I am completely self-determined and I allow others the same right.
- I will write (Please do!) to Bill McGrane at the McGrane Institute, 590 Formica Building, Cincinnati, Ohio 45202 to share my action plan for success as a public speaker.

With sound self-esteem, success and happiness are inevitable. Self-esteem is the first ingredient for your journey to a successful public speaking career.

Bon Voyage. 🍷



William J. McGrane, an internationally recognized self-esteem consultant and public speaker, is director of the McGrane Self-Esteem Institute in Cincinnati, Ohio. Bill, a professor at the University of Cincinnati conducts monthly self-esteem programs and teaches a public speaking course, *Psycho-Linguistics/Art of Persuasion*. This article is reprinted from *Stand Up, Speak Out and Win*, edited by Keith DeGreen.

THE TOASTMASTER

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Don't be afraid to get mad. Learn to control your anger and it will become a positive force in your life.

# ARE YOU SEEING RED TOO OFTEN?

by Vivian Buchan

**H**ave you been getting angry more often than you feel you should? Have you been venting your anger irrationally, lashing out at people who've done nothing to deserve your wrath? If so, it may be because you are being controlled by an emotion you should be controlling.

Getting mad is a habit, and it can be a destructive habit if you're not able to exercise self-restraint. Before you explode into another tirade you may regret, start looking for positive ways to express your anger. If you can learn to cope with this volatile emotion, you'll be happier — and so will the people around you.

## Defusing Anger

Barbara Ettleson, of the University of Iowa Institute of Public Affairs, recently told a group of public employees: "Most of us haven't been taught how to handle our anger. Without having any coaching on how to cope with anger effectively, you're likely to deal with it in one of two ways — by flying off the handle and saying things you're sorry for or by swallowing your frustrations and letting them churn around inside you."

Both ways are negative. The first alienates people and the second can give you an ulcer. We all need to be able to "defuse confrontations and turn them toward problem-solving instead of name-calling," Ettleson says. How can you make anger a positive force in your life?

Let's take Larry as an example of what *not* to do. He's furious with his new secretary, Linda. He complains: "I get so mad at the way she changes my dictation by shifting my sentences around that I go into the men's room

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## Problems can only be solved when tempers are cool.

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and tear up paper towels. What I'd like to do is tear her hair out."

Linda is disgusted with Larry's attitude and criticism: "He's impossible to work for. He hasn't the vaguest idea of how good sentences are put together and his explanations are so vague sometimes that no one can understand him. All I do is straighten out his gobbledygook so he sounds literate."



*Vivian Buchan received her bachelor's degree in English from Coe College in Cedar Rapids, Iowa, and her master's degree from the University of Illinois. A frequent contributor to The Toastmaster, Ms. Buchan is a former member of the faculty of the University of Iowa, where she taught expository writing, public speaking and literature.*

Here's a situation that won't be defused until Larry and Linda confront each other calmly and try to find a workable solution or at least a compromise. Linda is striking at Larry's ego by showing him she knows more about grammar and sentence structure than he does, and Larry is accusing Linda of being too aggressive and smartalecky. This situation must be confronted head-on at a time when both their tempers are under control. Only then will the kind of communication needed for problem-solving be possible.

Make no mistake about it, there is a lot of inner anger being suppressed in offices today. There's also a lot of anger being expressed now that "rights" and "discrimination" and "equal opportunity" pepper the language of employees — both male and female. Some of it is due, of course, to the women's movement, which is making it possible for women to express their resentment and anger without feeling guilty about it. The "gofers" who've been running errands for their bosses are starting to complain about such chores being added to their regular work.

Mary, for example, is the only woman in the law firm she works for, so she's been responsible for making the coffee every morning and cleaning up the coffee counter every night. She seethes as she performs these duties: "Where in the job description for a legal secretary does it say anything about being charged with housekeeping

chores? Just because I'm the only woman in this office, it's taken for granted that I'm the one who does the kitchen work."

Mary's boss is irritated by her "childish behavior." And he's right. She is behaving like a child when she slams doors, scowls at the faucets, bangs the coffee pot around and mutters under her breath.

Here's another situation that calls for a peaceful confrontation. The encounter needed to solve this dilemma must occur when Mary is rational enough to be in control of her childish behavior and when her boss is willing to listen to her complaints without silently accusing her of being too liberated to behave as a woman should.

The negative attitude Mary has toward her job and her boss could become a positive one. She could calmly suggest that the coffee chores be shared by everyone in the firm on a rotating basis. Anything positive she could suggest would help drain her anger and break the impasse she and her boss have reached.

Ettleson says: "One of the first things to do in dealing with anger is to admit you're mad. When you do that, you own your anger. You gain a sense of per-

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## Physical exertion is a sensible and healthy way to defuse anger.

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sonal power just by realizing that no one is forcing you to be angry. You decide whether you're going to get mad or not."

### Identifying Problems

It's also important to remember that there are degrees of anger ranging from annoyance to fury. However, regardless of the degree, anger is usually strong enough to need expression — externally or internally. You can dissipate some of it by kicking the tires on your car or pounding your fist on the wall. Of course, if you're mad enough you risk breaking a toe or punching a hole through the wall. But at least you avoid directing your anger at an innocent bystander.

Physical exertion is a sensible and healthy way to drain off anger. Certainly, it's better than punching someone in the nose or driving down a residential street at 60 miles per hour. It's foolish to take out your anger on someone else, for if that person gets mad, too, you'll wind up in a shouting match that does nothing to resolve the problem that made you angry.


Ask yourself these questions: "Is what I'm doing going to lead to a

solution? Will my actions hurt someone I don't want to hurt? Will flying off the handle affect my job? Just exactly *what* is making me so mad?"

Then, begin to focus on what you're angry about — not on who you're mad at. You can handle your emotions if you think, "I'm just peeved because I have to stay overtime. But it's not all that big a deal, I guess." If you focus your anger on your boss — "Why can't you give me more notice when you want me to stay late. It makes me mad to be told this only an hour before quitting time." — you'll be putting him or her on the

defensive. He may get mad, too, and start wondering if you can be replaced.

Avoid the "Who's right?" attitude and concentrate on, "What can I do to change the situation that's making me so angry?" Then, start searching for alternatives.

Anger has to be handled. If you let it boil inside you, you'll get sick. If you let it explode, you'll make others sick. Seeing "red" is sometimes justified. But cooling it down to a pale pink will put you in control of your anger so you can express it in ways that will help rather than hurt yourself and others. 

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Send your classified ad with a check or money order to Toastmasters International, 2200 N. Grand Ave., P.O. Box 10400, Santa Ana, CA 92711. Rates: \$25 minimum for 25 words, 80 cents for each word over minimum. Box numbers and phone numbers count as two words; zip codes and abbreviations count as one word each. Copy subject to editor's approval. Deadline: 10th of the second month preceding publication. Phone orders not accepted.

Being assertive means never having to say "yes"  
when you're thinking, "No . . . No . . . No!"

# HOW TO SAY NO WITHOUT FEELING GUILTY

by E.J. Radican

In 1936, Sir Winston Churchill issued this challenge: "Don't take 'no' for an answer." With all due respect to Sir Winston, now is the time for men and women everywhere to start giving "no" for an answer.

Most of us have been taught from childhood that to say "no" is both rude and negative. However, in these busy times, saying "no" may be the most positive thing you've ever done for yourself.

Dr. William Fife, a neuropsychiatrist based in Sacramento, California, says: "You are the first one who knows when you should begin to cut back. An obvious sign is the first time you realize that what you've always liked doing is less enjoyable. After all, our bodies are the only thing we really own. We owe it to ourselves to be totally honest and take the best possible care of ourselves."

Most of us have difficulty saying "no," so we often end up squeezing "just one more thing" onto an already crowded calendar. Take a look at your weekly planner. Will after-work appointments get you home late? Or, if you make it home for dinner, will you have to rush right out again, returning home just in time to fall into bed exhausted? Take a minute right now to be honest with yourself. How many times did you say "yes" this week when you should have and, indeed, wanted to say "NO"?

We've all had the experience of standing at our front door, momentarily speechless. The result? We buy magazines, candy, encyclopedias, carving knives — things we don't need or want.

Why? Because we can't bring ourselves to say "no."

## Preserving Self-Time

The mind is a billion-dollar computer that we must learn to program to our best advantage. Sensitive equipment, when overloaded, often pops a circuit breaker. Heart attacks, hypertension, ulcers — all are direct results of stress. And stress comes about when we allow ourselves to be overworked and over-involved.

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## An honest "no" won't offend anyone if it's delivered tactfully.

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"People today are under tremendous outside pressure to do things they don't honestly want to do," observes Dr. Fife. "The need for approval, or to be accepted, takes over. Eventually, the mind and body resent this outside pressure and so begins the conflict. On the other hand, when we do something for ourselves we only have to deal with the body and its capacity."

In today's fast-moving world, people must begin to program their minds to control "work-time" and to preserve "self-time."

"I wouldn't know what activity to eliminate," says Janet Meyers. "My job is so challenging, but someone had to chair the committee to raise funds for a new piano at church, and Susan's Girl Scout troop needed an assistant. Then my husband wanted me to take an interest in the lawyer's wives club. . ."

On and on and on went Janet's list of things she "had to do." But Janet's first complaint is always that she's too tired and there never seems to be any time to do the things she enjoys.

What, then, is the answer? Can you learn to say "no" without feeling guilty?

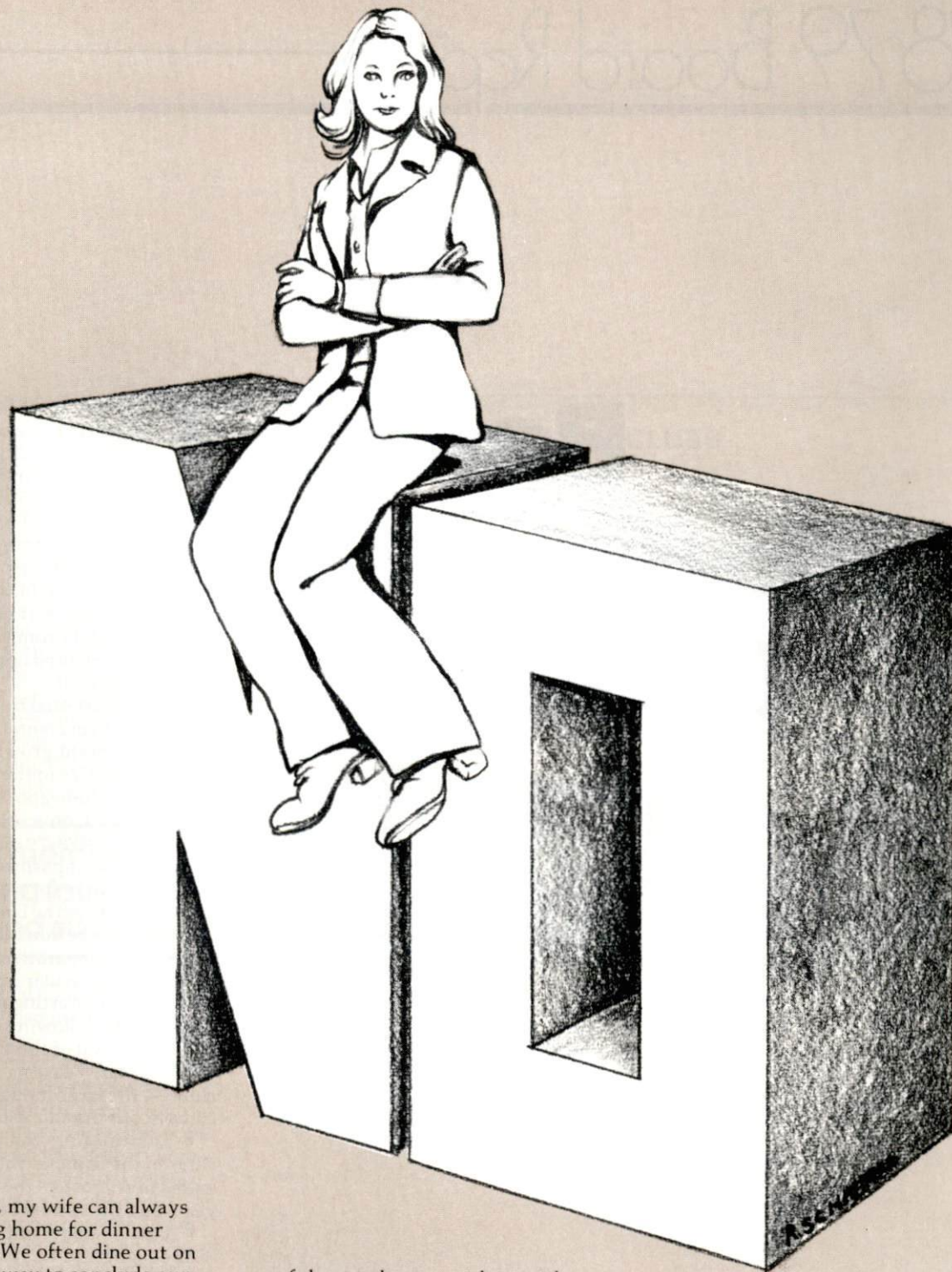
Yes — if you're willing to be honest with yourself. The next time you're asked to use "self-time," think before you answer. If at all possible, take a few days to deliberate. Take at least enough time to consider these basic questions before giving your answer:

- Do I really want to do what I've been asked to do?
- Will I benefit personally from the experience?
- Will those closest to me benefit, too?
- Will I ever have the opportunity to do this again?
- How much "self-time" is involved?
- Can the job be done quickly or will it involve weeks, months or a year?
- How much help will I have, or is the total responsibility mine?
- Am I being asked to do this job because I'm right for it or because I usually don't say no?
- How will the people closest to me be affected by my decision?
- Will my family or friends have to take a back seat while I'm involved?
- Will I have to cancel other plans in order to make a new commitment?

## Tactful Honesty

After answering these self-examining questions, Sacramento businessman Bob Bryson made a firm resolution. "I never set up evening business appointments on Monday or Friday," he ex-






plains. "That way, my wife can always count on my being home for dinner Monday evening. We often dine out on Fridays; it's a nice way to conclude our work week and start the weekend."

Learning to say "no" will bring about many positive changes in your life. You'll find yourself with time for that novel you've been intending to read for ages. You might even have time to enjoy a walk after dinner or an occasional movie. And, to the pleasant surprise of your children, you may even have time to help them with their homework. "Self-time" needn't be spent alone; it can — and often should be — shared with people you enjoy.

Now for a word of warning: Be

careful not to be overzealous with your ability to say "no." Don't be rude. People respect honesty and a good honest "no" shouldn't offend anyone, especially if it's delivered tactfully. Whenever possible, offer an explanation for saying "no." Your frankness will be appreciated and should be accepted without resentment or hurt feelings.

The next time you catch yourself thinking, "There aren't enough hours in a day," stop and take a "self-time" check. Give the art of saying "no" a positive chance in your life. In the

words of William Shakespeare, "To thine own self be true." 

*E.J. Radican is a member of Camellia Club 1787-39 in Sacramento, California. She is a freelance writer and author of Let's Get Down To Business, a book designed to assist owners of small businesses. Mrs. Radican, a mother of two, combines her writing career with homemaking and confesses that an overloaded calendar prompted her to write this timely article.*

## Board Pledges to Continue Growth Surge

Toastmasters is in the midst of a great expansion period — and there's no end in sight.

**T**oastmasters International is experiencing one of its greatest growth periods in 55 years, and the worldwide Toastmasters movement is surging ahead with great momentum.

Never before has Toastmasters been more dynamic and progressive than it is today. The recent introduction of several exciting new educational programs has signaled the start of a new era of innovation that promises to offer members unprecedented opportunities for self-development.

The International Board of Directors has made a firm commitment to continue the current growth trend at an accelerating pace in the coming year. Meeting in Minneapolis just before the International Convention opened in August, the 1978-79 directors reviewed the year's accomplishments and then pledged to strive for even greater achievements in the coming year.

What must be done to make the 1979-80 administrative year another period of spectacular growth and development? Our starting point is established by the following exciting figures:

- At the end of the 1978-79 administrative year, Toastmasters had 3648 clubs — the largest number of active clubs in our organization's history.
- Toastmasters chartered 369 new clubs in the administrative year that ended in August — the best record in 22 years and the second best in history.
- Total membership reached 73,164 — the highest in 10 years.
- DTM awards increased by 35 percent last year while Communication and Leadership Program completions jumped eight percent. ATM awards increased by four percent.

This growth pattern was paralleled by several outstanding educational advancements:

- The introduction of the new **Success/Leadership** series, starting with two modules — *How to Conduct Productive Meetings* and *Parliamentary Procedure in Action*.
- The release of two new Advanced Communication and Leadership

Manuals — *Specialty Speeches* and *The Conference Speaker*.

- The creation of a new cassette album — *The Complete Speaker* — narrated by Earl Nightingale.

Those educational innovations combined with the surge in membership growth made 1978-79 one of the most successful years in Toastmasters' history. But there were other accomplishments that contributed to the advancements made during that period.

For instance, the number of clubs on the President's 40 list reached a new high of 180 — a 36 percent increase over the previous year. Participation in the Youth Leadership Program continued to grow steadily, and the num-

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### **Dedicated members form a strong foundation for continued success.**

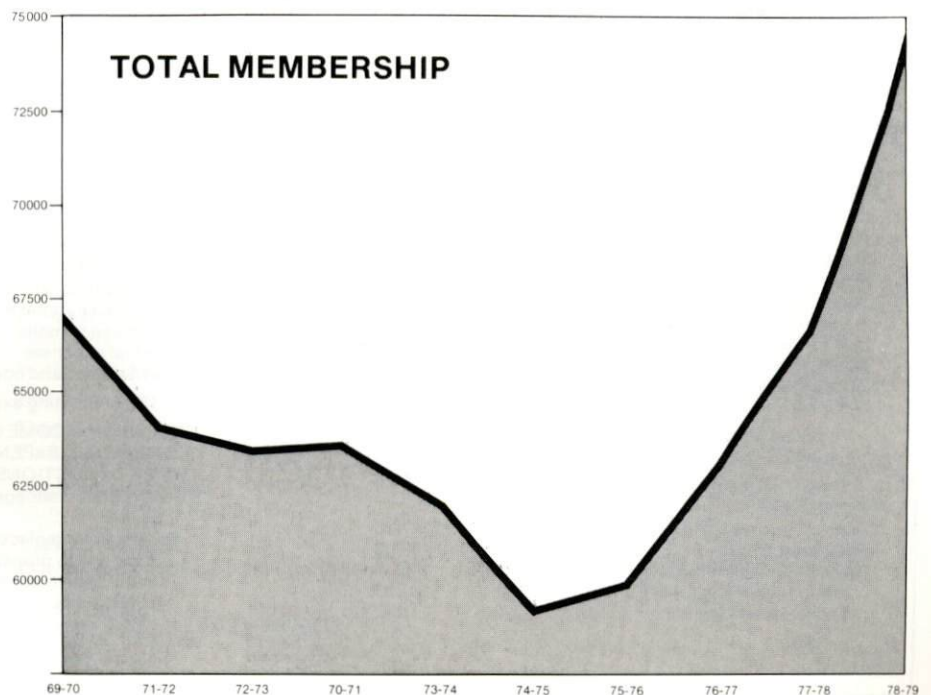
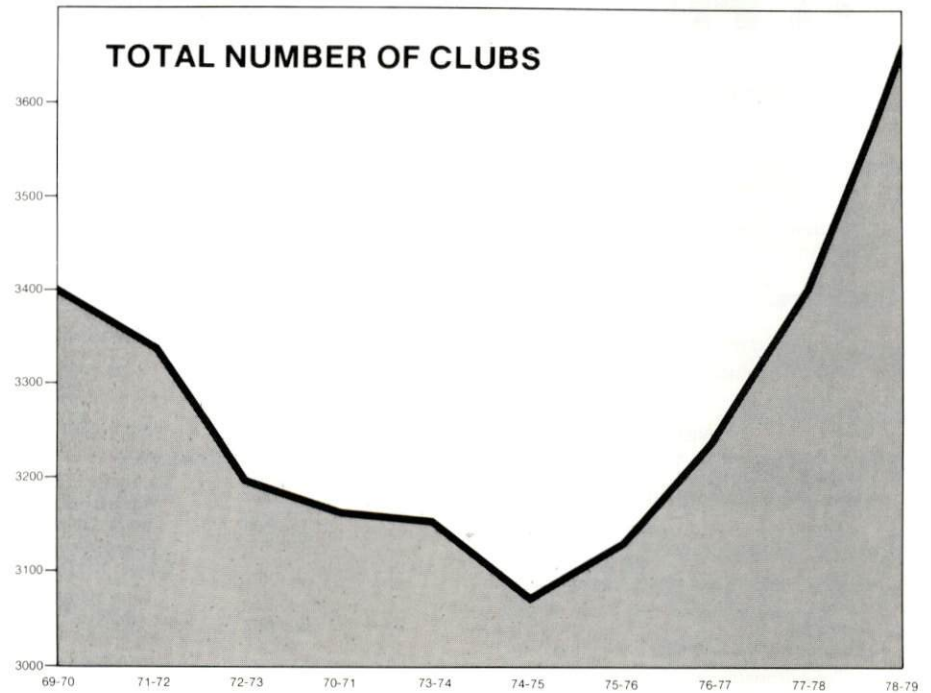
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ber of Distinguished Club Plans submitted to World Headquarters continued to increase.

All of those accomplishments gave the International Directors reason to feel extremely optimistic about the future. But the most encouraging news came from Past President Hubert Dobson's report on his presidential travels. President Dobson, DTM, covered 60,000 miles during his one-year term, attending meetings in 28 districts across the United States. Everywhere he went, he met highly motivated, enthusiastic, energetic and dedicated Toastmasters.

That broad base of support and commitment forms a strong foundation for Toastmasters' future growth and development. It also is the inspiration that led the Board of Directors to make a number of far-reaching decisions during the last meeting of the 1978-79 administrative year. In the most significant actions taken at that meeting, the board:

- Increased the member per capita



payments to districts from \$4.50 to \$4.70 per year, beginning with the October 1979 semiannual report period.

- Supported a plan to revise Toastmasters' evaluation program using new behavioral techniques to give members more valuable feedback.
- Endorsed the new Club Management Plan as a replacement for the Distinguished Club Plan in 1980. The new version will emphasize planning and

goal-setting, giving clubs a more effective tool for reaching objectives while simplifying the record-keeping process.

- Approved revisions to the Speech Contest Rules, effective in 1980.
- Recommended the establishment of a certification program for advanced speakers.
- Discussed strategies for continuing membership and club growth and enhancing Toastmasters' programs to

better serve all those who seek the special benefits and opportunities Toastmasters has to offer.

The International Board of Directors will reconvene at World Headquarters in February to continue making plans for the future. Meanwhile, we'll all work steadily toward our common goals, doing our utmost to make the current year another period of spectacular growth and educational development.

# TI Financial Statement 1978-79

## STATEMENT OF ASSETS OF ALL FUNDS

JUNE 30, 1979  
GENERAL FUND

<b>UNRESTRICTED:</b>	
Cash and temporary investments, at cost	\$629,443
Accounts receivable	31,822
Due from Investment (Endowment) Fund	
Deposits, prepaid postage and other	9,183
Total — unrestricted	\$670,448
<b>RESTRICTED:</b>	
Cash	\$108,937
Due from General Fund — Unrestricted	3,734
Total — restricted	112,671
Total	\$783,119

## INVESTMENT (ENDOWMENT) FUND

Marketable securities, at cost (estimated market value \$215,865)	\$206,581
Due from General Fund — Unrestricted	8,987
Total	\$215,568

## PROPERTY FUND

<b>Property, building and equipment at cost:</b>	
Land	\$ 45,716
Building	606,863
Furniture and equipment	146,205
Total property, building and equipment	\$798,784
Cash	140,700
Due from General Fund — Unrestricted	38,713
Total	\$978,197

## STATEMENT OF LIABILITIES AND FUND BALANCES OF ALL FUNDS

JUNE 30, 1979  
GENERAL FUND

<b>UNRESTRICTED</b>	
<b>Liabilities:</b>	
Accounts payable	\$ 66,516
Sales tax payable	1,334
Advance convention deposits	7,438
<b>Funds held for Toastmasters International</b>	
Regions	424
Due to General Fund — Restricted	3,734
Due to Investment (Endowment) Fund	8,987
Due to Property Fund	38,713
Deferred charter fees	6,400
Total liabilities	\$133,546
Unrestricted — General Fund balance	536,902
Total — unrestricted	\$670,448
<b>RESTRICTED</b>	
District Reserve Fund balances	\$94,178
Restricted grants	3,703
Ralph C. Smedley Toastmasters International Memorial Fund	14,790
Total — restricted	112,671
Total	\$783,119

## INVESTMENT (ENDOWMENT) FUND

Due to General Fund — unrestricted	
Investment Fund balance	\$215,568
Total	\$215,568

## PROPERTY FUND

Property Fund Invested balance	\$798,784
<b>Property Fund Reserve balances:</b>	
Reserve for additions and replacements	\$141,300
Reserve for maintenance	38,113
Total	179,413
Total	\$978,197

## GENERAL FUND — UNRESTRICTED STATEMENT OF INCOME AND EXPENDITURES FOR THE YEAR ENDED JUNE 30, 1979

<b>INCOME</b>	
<b>Membership charges:</b>	
Annual membership fees	\$763,835
Magazine subscriptions	168,063
New member service charges	242,684
Gavel Club fees	3,690
Total membership charges	\$1,178,272
<b>Club charges:</b>	
Charter fees	\$ 18,400
Club equipment, supplies and insignia	123,617
Total club charges	142,017
Charges for optional educational materials and supplies	174,430
Other income — dividends, interest and miscellaneous	67,246
Total income	\$1,561,965
<b>OPERATING EXPENSES:</b>	
Administrative	\$128,691
General services	209,237
District expenses	62,764
Membership/new club development	45,955
Publications and communications	203,025
Educational development	38,534
Educational materials	183,019
Club supplies, equipment and insignia purchases	176,189
Employee benefits	97,295
General expenses	213,618
Maintenance and operation of property	68,292
Total operating expenses	\$1,426,619
<b>EXCESS OF INCOME OVER OPERATING EXPENSES</b>	\$ 135,346
<b>OTHER DEDUCTIONS:</b>	
Provision for management information system	\$100,000
Provision for replacements and additions to property	3,600
Provision for major building repairs	25,000
Total other deductions	\$ 128,600
<b>EXCESS OF INCOME OVER EXPENDITURES</b>	\$ 6,746

# Hall of Fame

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## DTMs

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

**Noel Wheeler**

Escondido 1546-5, Escondido, CA

**Edward N. McCamey**

Garland 1207-25, Garland, TX

**Louis H. Lipscomb**

Point Mugu 1075-33, USNMC, Pt. Mugu, CA

**Reed D. Hamilton**

Montgomery Village 1212-36, Gaithersburg, MD

**Sara G. Smith**

Reynolda 3380-37, Winston-Salem, NC

**Richard E. Phipps**

Lockheed 1653-52, Burbank, CA

**Frederick W. Bergmann**

Siete Banderas 1910-56, Laredo, TX

**Aldo A.J. Romani**

Winnipeg Keystone 3211-64, Winnipeg, Man., Can

**Eric N. Augustesen**

Sea Eagles 2951-70, Sydney, N.S.W., Aust

## ATMs

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

**Arthur S. Edgren**

Mission Viejo 691-F, Mission Viejo, CA

**Philip A. Ponder**

Blue Flame 2717-F, Costa Mesa, CA

**Harry O. Harper**

Golden Rain 3710-F, Seal Beach, CA

**Varda R. Murrell**

Los Caballeros 322-1, Santa Monica, CA

**Peter B. Landecker**

Aerospace 401-1, El Segundo, CA

**Aldred E. Parker**

High Noon 387-3, Phoenix, AZ

**Eugene O. Kiesling**

Tele Talk 3016-3, Phoenix, AZ

**Orville L. Wesley**

Valley 3354-3, Phoenix, AZ

**R.G. Gibbs**

Atomic 1141-4, San Jose, CA

**John F. Podd**

Vanguard 2693-4, Sunnyvale, CA

**Leo P. Dube**

Hi Noon 455-5, San Diego, CA

**Robert H. Peterson**

R.H. Conwell 82-6, Minneapolis, MN

**G. Dale Ernst**

Daybreaker 814-6, Edina, MN

**Juha Siimes**

Nanabijou 2090-6, Thunder Bay, Ont., Can

**D. Willmer Wallace**

Oregon 424-7, Portland, OR

**Quentin Bowman**

Bootstrappers 2397-7, Salem, OR

**Henry E. Stephenson**

Early Flyers 3367-7, Vancouver, WA

**William A. Jenner**

O'Fallon 994-8, O'Fallon, IL

**Doy Rhoton**

Cape Girardeau 2072-8, Cape Girardeau, MO

**Harold S. Weber**

Cape Girardeau 2072-8, Cape Girardeau, MO

**William Rehfield**

Chinook 40-9, Yakima, WA

**Buzz Thielemann**

Lower Valley 76-9, Grandview, WA

**John W. Scott**

Tri-Cities 274-9, Pasco, WA

**Larry D. Ferguson**

Lewis & Clark 369-9, Lewiston, ID

**Michael A. Cram**

Suburban 3613-10, Chagrin Falls, OH

**Robert C. Johnston**

Woodman 681-11, Indianapolis, IN

**Walter Wuycik**

Old Economy 2682-13, Ambridge, PA

**William M. Jeffrey**

Christopher 339-14, Atlanta, GA

**John Neill**

Christopher 339-14, Atlanta, GA

**James H. Glen Jr.**

Gwinnett 833-14, Gwinnett County, GA

**William O. Munson**

Box Elder 794-15, Brigham City, UT

**Dorothy Hanson**

Geronimo 866-16, Fort Sill, OK

**Jim B. Surjaatmadja**

Duncan 978-16, Duncan, OK

**Vera M. Reynolds**

Penn Square 2106-16, Oklahoma City, OK

**Gerald E. Bryan**

Rotunda 1099-18, Baltimore, MD

**Bruce R. Hirsch**

Engineering Society 2686-18, Baltimore, MD

**Carmen F. Domanico**

Perry Point 3132-18, Perry Point VA Hospital, MD

**Arthur N. Kracht**

Old Capitol 164-19, Iowa City, IA

**Allen R. Mescher**

Dubuque 1337-19, Dubuque, IA

**Doyle Champion**

Scottish Rite 1817-19, Des Moines, IA

**Albert L. Baetz**

Nadl Early Risers 3595-19, Ames, IA

**Ervin Dvorak**

Bootstraps 2863-22, Kansas City, MO

**Hugh O. Inman**

Bootstraps 2863-22, Kansas City, MO

**Clarence E. Penrod**

Chaparral 1205-23, White Sands MR, NM

**Fred L. Rossiter**

Deming 3242-23, Deming, NM

**Frank M. Voltin**

TX Farm Bureau Ins. Co. 3428-25, Waco, TX

**Lincoln H. Jones**

Sleeping Giants 1296-26, Steamboat Springs, CO

**Curt Alberts**

Park Ridge 381-30, Park Ridge, IL

**Victor A. Hanson**

Leaning Tower YMCA 1608-30, Skokie, IL

**V. Sanford Dameron**

Abbott 2679-30, North Chicago, IL

**Monica J. Romano**

Broadview 3303-30, Broadview, IL

**Robert D. Wigre**

Auburn Morning 329-32, Auburn, WA

**Robert G. Guernsey**

Visalia Breakfast 909-33, Visalia, CA

**Richard H. Archer Jr.**

Goldmine 241-37, Concord/Knapolis, NC

**Roger C. Snyder**

Twin City 1356-37, Winston-Salem, NC

**Christopher D. Turner**

Cary 3335-37, Cary, NC

**Doris E. Duffy**

Camp Lejeune-Jacksonville 3478-37, Camp Lejeune, NC

**Robert B. Einhorn**

Independence 1907-38, Philadelphia, PA

**James D. Beissel Sr.**

Ephrata 3011-38, Ephrata, PA

**Donald C. Kramer**

State Board 2370-39, Sacramento, CA

**William B. Ogden**

Agoissi 3500-40, Columbus, OH

**Ross S. Kennedy**

Wascana 577-42, Regina, Sask., Can

**Michael E. Randle**

Stimulus 3607-43, Memphis, TN

**Abraham Kaufman**

Charlotte County 1463-47, Port Charlotte, FL

**Thomas E. Guth**

Temple Terrace 1667-47, Temple Terrace, FL

**John L. Hall Jr.**

Dunedin 2166-47, Dunedin, FL

**Salvatore Felicia Jr.**

Coral Springs 2445-47, Coral Springs, FL

**Marion H. Maddox**

Redstone 1932-48, Huntsville, AL

**H.D. Cambron**

Reddy Talkers 1987-48, Birmingham, AL

**Perrin C. Cothran II**

Mason Dixon 2186-48, Huntsville, AL

**Stanley I. Fujiyama**

Municipal 1668-49, Honolulu, HI

**Joyce Zierer**

Sylmar 152-52, Sylmar, CA

**Robert Cisneros**

MWD Watermasters 445-52, Los Angeles, CA

**Thomas M. Lovil**

MWD Watermasters 445-52, Los Angeles, CA

**Mike Young**

MWD Watermasters 445-52, Los Angeles, CA

**Glenna M. Barrette**

Sky West 3137-57, Hayward, CA

**G. Raymond Groom**

Florence 1916-58, Florence, SC

**John H. Maclaren**

Power 1080-62, Jackson, MI

**James P. Campbell**

Nashville Federal 3834-63, Nashville, TN

**Burton J. Booth**

Dalby 2622-69, Dalby, Qld., Aust

**Clark M. Spencer**

Parramatta 2274-70, Parramatta, N.S.W., Aust

**J.A. Gallagher**

Hamilton 1893-72, Hamilton, NZ

**Thomas A. Clark**

Takapuna 2506-72, Takapuna, Auck., NZ

**Lionel Hooper**

Whitehorse 1060-73, Blackburn, Vict., Aust

**Neal DuBrey**

Algoa 2457-74P, Port Elizabeth, South Africa

## New Clubs

**1648-F ENDEVCO**

San Juan Capistrano, CA — Wed., 5 p.m., ENDEVCO Main Conference Rm., 30700 Rancho View Rd. (493-8181 x 220).

**3708-F Positive Communicators**

Garden Grove, CA — Wed., 7 p.m., Garden Grove Community Church, Lewis &amp; Chapman St. (546-0672). Sponsored by Century 100-F.

**3121-5 Loquacious Nooners**

San Diego, CA — Wed., noon, Cheverton-Bach Insurance, 1571 4th Ave. (232-6281). Sponsored by Gas &amp; Electric Co. 545-5.

**4050-5 Ramona**

Ramona, CA — Mon., 7:30 a.m., San Vicente Country Club, 24157 San Vicente Rd. (789-3476).

**4054-7 Tek Toasters**

Wilsonville, OR — Wed., 7 a.m., Tektronix (682-3411 x 3551). Sponsored by Newberg 588-7.

**4043-8 Good Neighbor**

Columbia, MO — Tues., 11:30 a.m., State Farm Insurance, 2000 I-70 Dr., SW (874-6324).

**4053-10 Village**

Garfield Heights, OH — Mon., 7 p.m., Parkwood Manor, 10600 Broadway (429-0602).

**3350-11 Senior Citizens**

Fort Wayne, IN — Tues., 2:30 p.m., Senior Citizens Center, 233 W. Main St. (423-7141). Sponsored by Ft. Wayne 159-11.

**4045-14 The HON Company**

Cedartown, GA — Tues., noon, Petro's Restaurant, 1415 S. Main St. (748-6033). Sponsored by Dogwood 1901-14.

**4048-14 Classic City**

Athens, GA — Tues., noon, Holiday Inn, Broad St. (543-5776). Sponsored by Athens 1779-14.

**4047-18 West Side**

Columbia, MO — Tues., 7:30 p.m., Grempler Bldg., Little Patuxent Prkwy. (730-6822). Sponsored by Columbia 3755-18.

**3859-25 TEXINS**

Dallas, TX — Mon., 5:30 p.m., TEXINS Activity Center, Texas Instruments, 13500 N. Central Expressway (238-3777). Sponsored by White Rock 1495-25.

**2363-26 Safeway**

Arvada, CO — Tues., 6:30 p.m., Bernard's Restaurant, 5390 Wadsworth Bypass (757-4811 x 283). Sponsored by Brewmasters 2554-26.

**4042-30 HTC**

Harvey, IL — Thurs., noon, Atlantic Richfield Tech. Center, 400 E. Sibley Blvd. (333-3000 x 378). Sponsored by TGIF 970-52 &amp; Park Forest 1717-30.

**4052-33 Fresno Flat**

Oakhurst, CA — Thurs., 7:30 p.m., Sierra Telephone Co., 49150 Crane Valley Rd. (683-7493). Sponsored by Area II.

**4055-33 Anything Goes**

Las Vegas, NV — Tues., 6 p.m., Port Tack, 3190 W. Sahara Ave. (384-7924). Sponsored by Bachelors and Bachelorettes 3374-33.

**4044-35 American Appraisal Articulators**

Milwaukee, WI — Mon., 4 p.m., American Appraisal Assoc., Inc. (271-7240). Sponsored by Ozaukee 3210-35.

**4046-35 Rexnord**

Milwaukee, WI — Mon., 4:30 p.m., Rexnord Conference Rm., 4800 W. Mitchell St. (643-2416). Sponsored by Schlitz 1989-35.

**2910-37 Sandy Ridge**

High Point, NC — Thurs., 7:30 p.m., The White House, Rt. 1, Box 124 (668-2711). Sponsored by Nat Greene 1386-37.

**4056-39 Diamond**

Sacramento, CA — Fri., 7 p.m., Posey's Cottage, 1100 "O" St. (322-7157). Sponsored by Calif. Highway Patrol 1031-39.

**2049-41 Super**

Rapid City, SD — Sat., 6:30 p.m., Alex Johnson Hotel, 523 6th St. (348-0000).

**3881-42 Waterways**

Fort McMurray, Alta., Can — Tues., 7:30 p.m., MacDonald Island Complex, Committee Rm., MacDonald Dr. (743-4309).

**1745-48 Shaklee**

Montgomery, AL — Tues., 5:30 p.m., Bonanza Sirloin Pit, 3929 Atlanta Hwy. (288-0662). Sponsored by Blue-Gray 2459-48.

**3352-52 Master Debators**

Los Angeles, CA — Wed., noon, Pertec Computer Corp., 2111 Erwin, Woodland Hills (999-2020).

**4051-66 University Area**

Austin, TX — Tues., 1 p.m., Texas Union, University of Texas at Austin (471-7128). Sponsored by Get Up and Go 1869-56.

**3751-64 Presidents**

Winnipeg, Man., Can — Fri., noon (222-1647). Sponsored by Louis Reil 3207-64.

**2776-70 Port Hunter**

Newcastle, N.S.W., Aust — Mon., 6:30 p.m., Newcastle Leagues Club, 17 National Park St. Sponsored by Newcastle 1121-70.

# 1979-80 District Governors

## 2271-74P Nedbank Group

Pretoria, South Africa — Mon., 6 p.m.,  
Wingate Park Country Club, Old Military  
Rd. (012-412541). Sponsored by Forum  
1072-74P.

## 2483-74P INDABA

Vanderbijlpark, Transvaal, South Africa —  
Wed., 7 p.m., Holiday Inn, P.O. Box 740  
(016-6-1567). Sponsored by Vereeniging  
1834-74P.

## 4049-74P Salisbury

Salisbury, Zimbabwe, Rhodesia — Tues.,  
5:30 p.m., Bowls Pavilion, Salisbury Sports  
Club, Union Ave. (8878229).

## Anniversaries

### 45 Years

Ventura 24-33, Ventura, CA  
Chief Seattle 23-2, Seattle, WA

### 30 Years

Speechphelos 155-F, Pasadena, CA  
Rolling Hills 139-1, Torrance, CA  
Gate City 759-20, Fargo, ND  
Camosun 757-21, Victoria, B.C., Can  
Sandia 765-23, Albuquerque, NM  
Nutmeg 764-53, New Haven, CT

### 25 Years

Camelback 1631-3, Phoenix, AZ  
Lakeland 1215-20, Glenwood, MN  
Grand Junction 1671-26, Grand Junction, CO  
Roanoke Rapids 1629-37, Roanoke Rapids,  
NC  
Tittabawassee 1655-62, Midland, MI

### 20 Years

Suburban 1009-22, Johnson County, KS  
Hamilton Standard 3037-53, Windsor Locks,  
CT  
Oakland Y 2767-57, Oakland, CA  
Oak Ridge 1858-63, Oak Ridge, TN  
Tactical Air 2619-66, Langley AFB, VA

### 15 Years

Cochise 3198-3, Sierra Vista, AZ  
U.S. Nad 746-16, McAlester, OK  
Airport 380-19, Des Moines, IA  
North Miami Beach 3840-47, Miami, FL  
Manly Warringah 3827-70, Sydney, N.S.W.,  
Aust

### 10 Years

Moraga 57-57, Moraga, CA  
Engineers 3677-71, Co. Dublin, Ireland  
Palmerston North 1923-72, Palmerston, NZ

- F. Christos Gratsinopoulos, DTM, 23489 Golden Springs Rd., Diamond Bar, CA 91765  
1. Pat Scottino, DTM, 5622 Chariton Ave., Los Angeles, CA 90056  
2. Remy Van Hout, ATM, 21429-14 Ave., So., Seattle, WA 98148  
3. Joseph L. Russell, ATM, P.O. Box 1980, Rm. 1020, Phoenix, AZ 85001  
4. Herb Chow, DTM, 736-35 Ave., San Francisco, CA 94121  
5. Tomas F. Esquivel, DTM, 7560 Highwood Ave., La Mesa, CA 92041  
6. Dewey Brokofsky, DTM, 10466 Yorktown Ln., Maple Grove, MN 55369  
7. Kevin B. Rivers, ATM, 1225 NE 51st Ave., Portland, OR 97213  
8. Ted Randall, RR #1, Box 254B, O'Fallon, IL 62269  
9. J. Ronald Zeller, DTM, 412 S. 49th Ave., Yakima, WA 98908  
10. Joseph M. Cabbage, DTM, 792 E. Ford Ave., Barberton, OH 44203  
11. Frank Talbert, ATM, RR #1, Box 485A, Henderson, KY 42420  
12. Richard J. Parish, ATM, 165 Link Ave., Pittsburgh, PA 15237  
13. William A. Waldrop Jr., ATM, 127 Jonathan Rd., Riverdale, GA 30274  
14. Art Scott, ATM, 4685 Bron Breck Dr., Salt Lake City, UT 84117  
15. Ralph W. Joslin Jr., ATM, 10313 E. 21 Pl., Tulsa, OK 74129  
16. James A. Nys, ATM, Box 509, East Helena, MT 59635  
17. Earl E. Warren, 743 Hyde Park Dr., Glen Burnie, MD 21061  
18. Larry L. Madlem, ATM, 3324 Seventh St., Moline, IL 61265  
19. Jennings B. Klug, DTM, 1916 3rd St., NW, Minot, ND 58701  
20. Graham Garman, 936 Heywood Ave., Victoria, B.C., Can V8V 2Y3  
21. W. Dale McCurley, DTM, Box 2001, Shawnee Mission, KS 66201  
22. Angie Kimball, 3133 Daisy, El Paso, TX 79925  
23. Kay Peterson, ATM, 1416 Dodge St., #332, Omaha, NE 68179  
24. Jerry B. Smith, P.O. Box 3003, Irving, TX 75061  
25. Gershon G. Cohn, 771 S. Holly, Denver, CO 80222  
26. A. Jim Szigeti, DTM, 2903 Cherry St., Toledo, OH 43608  
27. Edward T. Merry Jr., ATM, P.O. Box 308, Mobile, AL 36601  
28. Mel T. Young, 1649 E. 86th St., Chicago, IL 60617  
29. Howard L. Rivenson, ATM, 32 Webster St., Westwood, MA 02090  
30. Helen R. Spears, ATM, 4937 Mud Bay Rd., NW, Olympia, WA 98502  
31. Paris L. Lanham, DTM, 819 Kelton St., Tehachapi, CA 93561  
32. Thomas F. Rozga, DTM, 6776 S. 19th St., Milwaukee, WI 53221  
33. Robert D. Cromwell, DTM, 3319 Rocky Mount Rd., Fairfax, VA 22031  
34. Sara G. Smith, DTM, 7845 Beech Forest Rd., Lewisville, NC 27023  
35. S. Russell Bruno, 656 Colonial Dr., Horsham, PA 19044  
36. Beverly G. Sinelio, ATM, 201 Bonnie Briar Pl., Reno, NV 89509  
37. Jim Smith, DTM, 4631 Korner Dr., Dayton, OH 45424  
38. A. Edward Bick, ATM, 635 N. Menlo, Sioux Falls, SD 57104  
39. Peter Kossowan, DTM, 5212-95 Ave., Edmonton, Alta., Can T6B 1A3  
40. Kenneth L. MacRae, 3237 Foxbriar, Memphis, TN 38118  
41. John Will Nichols, DTM, Drawer CC, Tulia, TX 79088  
42. Louis H. Haskell Jr., DTM, 9 Weymouth St., Brunswick, ME 04011  
43. Morris Meislik, ATM, 385 Lexington Ave., Clifton, NJ 07015  
44. Val Croskey Jr., DTM, 204 E. Southgate Blvd., Melbourne, FL 32901  
45. H. Lee Watson, DTM, 3123 McDow Ave., NW, Huntsville, AL 35805  
46. Eileen Millar, ATM, c/o Shidler and Co., 733 Bishop St., Ste. 2730, Honolulu, HI 96813  
47. John P. Kozlowsky, DTM, 1813 California St., Burbank, CA 91505  
48. Robert L. Lapointe, ATM, 14 Sherwin Ln., Windsor Locks, CT 06096  
49. Bob J. Jackson, RR #2, Box 36C, Pecatonica, IL 61063  
50. W.N. (Mac) McKinney Jr., ATM, P.O. Box 94193, Houston, TX 77018  
51. Hank Nichandros, P.O. Box 956, Oakland, CA 94604  
52. Gene Osburn, DTM, 9447 S. Chelsea, Columbia, SC 29206  
53. Dick Flis, 181 Kirk Dr., Thornhill, Ont., Can L3T 3L7  
54. Fred G. Johnson, 11 Redfield Ave., Ottawa, Ont., Can K2H 6A7  
55. Chester R. Cecot, 3229 Peck St., Muskegon Hts., MI 49444  
56. W. Paul Kelso, ATM, Box 475, La Vergne, TN 37086  
57. Bert Angus, ATM, 1503 Hoka St., Transcona, Winnipeg, Man., Can R2C 2V8  
58. Edwin A. Banaszak, ATM, 4 Ridgeview St., Depew, NY 14043  
59. J.D. (Doug) Roberts, ATM, 270 Clearfield Ave., Virginia Beach, VA 23462  
60. Harold F. Parker, DTM, 1230 Friscoville Ave., Arabi, LA 70032  
61. Michael Weidner, ATM, 56-40 Astor Terrace, Brisbane, 4000, Australia  
62. Peter Leney, ATM, 40 Womerah Ave., Darlinghurst, NSW, 2011, Australia  
63. Andrew J. Ducker, 10 Fernhill Ct., Richmond Rd., Kingston-Thames, Surrey, England  
64. Dan Coomey, 41 Rifle Range Rd., Taupo, New Zealand  
65. Len Hooper, 5 Yeneda St., No., Balwyn 3104, Vict., Australia  
66. Gert C. Van Blerk, P.O. Box 33886, Jeppestown, 2043, Republic of South Africa

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