

# The Toastmaster

JULY 1979



Special Issue:

**Discovering the Challenges of Leadership**



## Aiming for Stardom



"The learning is in the doing." As we view the wonders of an Olympian's physical balance and mental concentration in skating, acrobatics or any other sport, our thoughts seldom focus on the years of practice that preceded victory. Some athletes start with more natural abilities than others. Some achieve perfection in a shorter period of time. But all medal winners have one thing in common: They reached their pinnacle of stardom by using their knowledge and practicing their skills.

We can easily identify with skill levels achieved in sports by observing the career of an athlete from childhood to the Olympics and professional ranks. The mastery of skills in leadership roles is not always so obvious. Yet, just as a baby learns to use a spoon or a surgeon learns to perform delicate heart surgery, each skill level achieved in vocations, avocations or sports is reached through knowledge and application or practice.

Personal growth in a job or promotion in an organization's hierarchy is usually a result of performance. Two steps to progress are essential. First is acquiring knowledge or learning "what to do." Second is application of the knowledge or practicing "how to do."

The Toastmasters program incorporates a total approach to leadership skill development. That is, it contains both the "what to do" and the "how to do." I have found many opportunities for leadership skill development at all levels of Toastmasters. Perhaps they should be apparent since each level of the organization is structured much like any business or industry with many branches. Russell Conwell's famous classic "Acres of Diamonds" tells us to search for the riches of life in our own backyards. And so it is in Toastmasters—acres of leadership gems are awaiting your discovery.

If you want to discover these gems, follow the path of the Olympian. First, learn "how to do." Compare this pattern with Toastmasters' overall program and organizational structure. Our successful communications program offers basic information, and the club environment provides the arena in which to practice.

Are you still searching for gems of wisdom that could lead you to Olympian stardom in leadership? One ounce of knowledge does not produce wisdom. One practice does not produce an Olympian. One management experience does not produce a great leader. You have to dig to find the gems of wisdom and the riches of leadership skills. No matter what you discover, the search is bound to be rewarding. Remember, "the learning is in the doing." ■

*Hubert E. Dobson*





# The Toastmaster

July 1979

Vol. 45 No. 7

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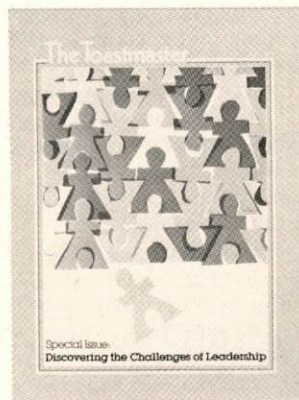
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*It takes a special kind of person to be a leader — someone who knows how to use authority without abusing it, someone who thinks creatively and brings out the best in others, someone who can cope with the stress that goes with the responsibilities of leadership. If you're already a leader and want to become a better one, or if you're working toward a promotion to the management level of your company, the path to your goal may well be found in the pages of this special issue. . .*



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## From Failure to Success

One of the greatest challenges Toastmasters clubs face is that of building membership and motivating members to attend meetings regularly. If we are enthusiastic during meetings, the officers do their jobs and the meeting begins and ends on time, we can say it was a good meeting. This is especially true if everyone has had a good time. I have been to many types of meetings. Some were good. Some seemed to need a transfusion.

The clubs that consistently operate in the black with ample membership and attendance are those that provide training and guidance through the Communication and Leadership Club Plan and other Toastmasters programs. They also provide a variety of other learning experiences for their members through activities such as operation of a speaker's bureau.

We must not blame others for failures within our own Toastmasters club. We must look directly in the mirror and say: "If there is a failure in my club, I am at least partially responsible." Then we must identify the problem and take steps to correct it in the best manner possible. *Great accomplishments occur one step at a time.*

Each club member has many God-given gifts and talents. Some of us will excel as speakers. Others will be better evaluators or officers. It is up to each of us to recognize our strengths and weaknesses and to help others reach their self-development goals.

I therefore hope that each Toastmaster will look to his or her fellow members for support. The greatest benefit Toastmasters can give each of us is the opportunity to learn and grow together.

Bill May, ATM  
Visalia, California

## Sharing the Limelight with Toastmasters

Too often those who most need the benefits of Toastmasters never receive formal exposure to our organi-

zation. And too often, those of us who have benefited from Toastmasters fail to point out to our listening public just why we seem to have a "much better go of it" when it comes to public speaking and self-expression in general.

Over and above our formal membership drives, we must all endeavor to give Toastmasters the credit it is due.

Sometimes I detect a certain "bashfulness" from Toastmasters who are being lauded for their speaking abilities and accomplishments as if to suggest, "I came by it naturally." Many fail to point out how Toastmasters helped them give a polished presentation.

My basic contention is that the best promotional tools available to us are our own successes.

Let your listeners know why you are a good speaker. Recommend Toastmasters as a means to that same happy end for them.

Ted J. Thoms  
Sioux Falls, South Dakota

## Accepting the Challenge of Group Leadership

Leadership is just word?

*"The time has come," the Walrus said, "To talk of many things: Of shoes — and ships — and sealing wax — of cabbages — and kings."*

Lewis Carroll's Mr. Walrus would have an easy time with the topic of leadership, if he was indeed willing "to talk of many things."

Leadership means different things to different people. In my case, leadership conjures up the names of World War II military leaders — MacArthur, Bradley, Rommel, Zhukov. And the names of military leaders from the past — Caesar, Alexander the Great, Napoleon, Robert E. Lee, Grant. The lists are endless, depending on your definition of leadership and field of interest.

We in Toastmasters can also conjure up some names of oratorical leaders, going as far back as some 2400 years — to Aristotle, Socrates

and Plato. In these men's speeches, you can find the beginning of rhetorical principles and techniques.

But why go back 2400 years? Just look around you. You can find the leaders of today in all fields of endeavor — government, the military, business, science, the arts, to name a few. And what about Toastmasters? Yes, we have leaders, too. At every level from the club to the district to the international board of directors, you will find people like you occupying positions of leadership.

There is no such thing as *just* a club president, or *just* a program chairman, or *just* a district governor — or *just* any position you care to name in Toastmasters from the bottom to the top. No matter what office you hold, you perform a vital service for this organization when you assume the responsibilities of leadership. Leadership is not *just* a word. It implies many things — goals, direction, action, growth.

We in Toastmaster have the opportunity to occupy many positions of leadership — elected and appointed — in our organization. Each is important. And it's up to each of us to accept the challenges before us.

Michael L. Wardinski, DTM  
Alexandria, Virginia

## Magazine Seeks Articles on Public Speaking

*Transactions*, a magazine for engineers and scientists, is seeking articles for a special issue on public speaking to be published in March 1980. Any subject related to speech preparation and delivery would be appropriate. The emphasis should be on effective oral communication of technical information to either a technically trained or a lay audience.

Manuscripts may be submitted to Dr. R.J. Joenk, editor, IBM Corporation, P.O. Box 1900, Boulder, CO 80302. The deadline is September 14.

*Transactions* is published by the IEEE (Institute of Electrical and Electronics Engineers, Inc.) Professional Communication Society. —Ed.



# Meet the World's Greatest Speakers

## Toastmasters' 48th Annual International Convention August 22-25 • Minneapolis, Minnesota

Don't miss this spectacular communication event — your opportunity to hear the inspirational Bob Richards, this year's Golden Gavel recipient, and a host of other great speakers.

There's still time to register, but the deadline is approaching fast. . . Advance registrations must reach World Headquarters by July 13 and room reservations requests must reach the Radisson Downtown Hotel by August 8. (See page 31 for the paper forms.)

This year's convention site is one of the most exciting ever — a city famous for its scenic lakes and public parks and sporting events. Make your transportation plans early. There is no gasoline shortage in the Greater Minneapolis-St. Paul area, but you may want to check conditions along your route if you're driving. The American Automobile Association will have any information you need.

As you plan your trip, make your reservations for one of the special tours arranged especially for you:

- **Twin Cities Highlights**

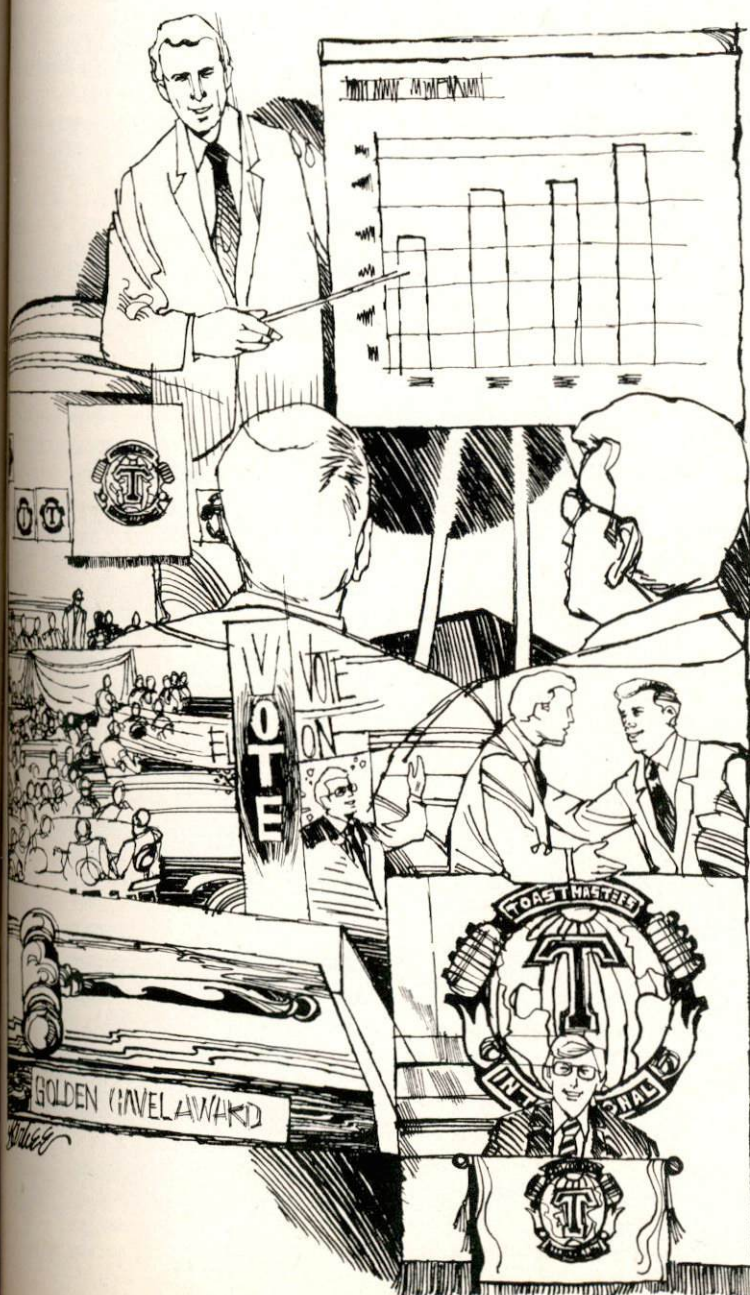
See major attractions in Minneapolis-St. Paul and the surrounding area.

- **Minnesota's Past, Present and Future**

From elegant historical mansions to the \$6.5 million Science Museum of Minnesota and its breathtaking OmniTheater.

- **Famous Betty Crocker Kitchens**

Stroll through seven uniquely designed Betty Crocker test kitchens at the home of General Mills.



Tour #	Tour Description	NO. OF TICKETS
Tour #1	Twin Cities Highlights August 22, 2-5 p.m. Price: \$7	<input type="checkbox"/>
Tour #2	Minnesota's Past, Present, and Future August 23, 1-5 p.m. Price: Adults-\$9, Children-\$7.50	<input type="checkbox"/>
Tour #3	Famous Betty Crocker Kitchens August 24, 9:15 a.m.-noon OR 10:15 a.m.-1 p.m. Price: \$5	<input type="checkbox"/>

Mail to: Toastmasters International, 2200 N. Grand Avenue, P.O. Box 10400, Santa Ana, California 92711.

I have enclosed \$ \_\_\_\_\_ (U.S.) for above tour(s)

OR

I will pay upon picking up tickets at the Registration Desk

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Make your convention reservations **today**. This is one event **no** speaker can afford to miss!



# The Complete Seminar on How to Write and Publish

## Minneapolis, August 25 & 26, 1979

Immediately following the Toastmasters International Convention

A comprehensive, intensive two-day seminar designed to show you how to break into the personally satisfying—and financially rewarding—world of self-publishing. For many authors [including James Joyce (*Ulysses*) and Robert Ringer (*Winning Through Intimidation*)], self-publishing has brought them forcefully to the attention of the conventional publishing community with highly-profitable, fame-producing results. For other authors, self-publishing has provided a vehicle for their special message and a special service for their select group of readers.

### Extraordinary Response

"Mr. Dible presents the material in minute, easily understandable detail, chronologically organized in the order in which a book is produced."

Helen Cushman, Reference Librarian and English Instructor, Contra Costa College

"The course was perfect in providing me with information on book design, composition and associated costs."

H. L. Ashley, C.P.A.

"My time and money could not have been better spent."

Linda C. Pendergast, Founder, Cesarean Birth Council International

"Not having expected too much in this lecture seminar, it turned out to be too much to believe."

Grace Jepson, Piano Instructor

"I was very impressed with Mr. Dible's presentation and his knowledge combined with enthusiasm. Well organized."

William J. Dalrymple, Detective Lieutenant

"Don's personal experiences, wisdom and technique are an inspiration. Though I thought I had gotten too experienced to have a mentor, Don's 'follow me' style makes him a great model."

Charles R. Manning, Author and Engineer

"Mr. Dible is not afraid to tell it like it is. Good-bad, he tells it all. His recounting of his personal experiences in publishing is invaluable."

Linda C. Dirksen, Author

"One of the very best speakers I have heard. Very engaging, energetic style which held my interest completely for two days. Complete mastery of subject."

William A. Dunn, Attorney-at-Law

"This seminar not only gave me answers to many of my questions, it also gave me the information necessary to find all that I will need in the future."

Richard E. Landis, Clinical Psychologist

### At This Seminar You Will Learn How To...

- Establish and maintain a writing schedule
- Produce manuscript and overcome writer's block
- Request permission to quote copyrighted material
- Approach famous people to write introductions, forewords and prefaces
- Differentiate between conventional, subsidy and self-publishing
- Prepare a proper copyright notice
- Secure a Library of Congress Catalog Card Number
- Evaluate a book manufacturer
- Decide between paperback and hardcover bindings
- Evaluate the costs involved in book design, design, typesetting, indexing, pasting, manufacturing and order fulfillment
- Obtain risk-free advertisements
- Get on television and radio talk shows
- Get publicity in magazines and newspapers
- Reach influential book reviewers
- Secure pre-publication book sales
- Arrange for retail bookstore distribution
- Break into the lucrative lecture circuit

### Seminar Leader/Donald M. Dible

#### Author

Prior to writing his 100,000 copy bestseller, *Up Your OWN Organization!*, Donald M. Dible had never written a single word for publication in his life. Aside from writing themes, book reports and term papers in high school and college, Mr. Dible's only major writing project was a highly technical undergraduate thesis at the Massachusetts Institute of Technology.

After working for seven years in industry, Mr. Dible became frustrated with the rigidly structured world of big business. He looked longingly and lovingly at the outside world of entrepreneurship—and decided to launch his own business.

Following three years of research, including attendance at numerous seminars, interviews with hundreds of successful small business owner/managers, and a thorough review of the small business books in print at the time (mostly dry-as-a-bone textbooks and rah-rah get-rich-quick books), Mr. Dible finally decided that the most needed new product in the marketplace was a *realistic* book about starting a new business. Faithful to his commitment, he raised the needed capital; and with the assistance of his dedicated wife, he started The Entrepreneur Press. Next he hired a secretary and in just four months produced a 750 page manuscript for *Up Your OWN Organization!* with an Introduction by Robert Townsend,

former Chairman of the Board of Avis Rent-a-Car and bestselling author of *Up The Organization*. Mr. Dible's second book is titled, *The Pure Joy of Making More Money*.

#### Publisher

As a result of the success of his company, The Showcase Publishing Company, Mr. Dible has published (or is in the process of publishing) the following books: *Up Your OWN Organization!*; *Winning the Money Game*; *Everybody's Tooth Book*; *The Pure Joy of Making More Money*; *How to Make Money in Your Own Small Business*; *Fundamentals of Recordkeeping and Finance for the Small Business*; *What Everybody Should Know about Patents, Trademarks and Copyrights*; *Business Startup Basics*; and *The Official U.S. Export-Import Guide*.

Recently, Mr. Dible founded a new publishing enterprise, the Showcase Publishing Company, dedicated to multi-author motivational and inspirational self-help books. The first publication of the Showcase Publishing Company is *Build A Better You—Starting Now—Volume 1*. Volume 2 is currently in production, and a twenty-six volume series is planned.

#### Book Marketer

Due to Mr. Dible's expertise as a book marketer, *Up Your OWN Organization!* was a Fortune Book Club Featured Alternate Selection. It has been used as a text in more than 250

schools, colleges and universities including Stanford University. *Winning the Money Game* was a Full Selection of The Executive Program Book Club. More than 200,000 copies of *Up Your OWN Organization!* have been published by The Entrepreneur Press and Showcase Publishing Company have been published to date. Retail bookstore distribution is handled by New York-based Hawthorn Books (a 15 year old relationship).

#### Talk Show Guest

Mr. Dible has been a guest on scores of television and radio talk shows including "Monitor" with Bill Cullen and ABC's award-winning "Mike Wallace at Large." He is a frequent contributor to magazines such as *Dun's Review*, *Success Unlimited*, *MBA Magazine*, *Free Enterprise* and *Boardroom Report*.

#### Experienced Seminar and Workshop Leader

Mr. Dible conducts more than 100 seminars and workshops a year all across the United States under the sponsorship of universities, trade associations, chambers of commerce, business magazines, professional societies and private companies.

Mr. Dible's lucid, enthusiastic, experience-backed presentations are designed to inform and motivate seminar participants to immediately use the highly-practical information covered in his many seminars.

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# Publish and Market Your Own Book

## Comprehensive Program

### Subject Selection—

#### Marketing Considerations

Choosing a subject area in which you are knowledgeable and for which there is reader/audience demand can be a tricky business. Topics include: • Analyzing your own experience and background • What are today's "hot topics"? • Understanding the needs and interests of your prospective buyers and readers • Finding a saleable title • Locating hidden information needs

#### Information Sources

Regardless of your background, if you want to produce a professional quality manuscript, you will want to spend time thoroughly researching your subject. Topics include: • Planning your research • Optimum use of library facilities and personnel • Locating special libraries • Little-known reference materials • Securing access to published works • The author's notebook

#### Writing the Manuscript

This is a discussion of writing style and technique as well as beyond the scope of this seminar, there are many other considerations of importance in producing a manuscript. Topics include: • Developing a Table of Contents with reader appeal • Making a *useable* outline • Organizing your research • Dealing with "writer's block" • Stimulating your creativity • The mechanics of producing a manuscript rapidly—longhand, typewritten and dictation

#### Editing and Revising

##### the Manuscript

Even many well-established, bestselling authors rely on the judgment and recommendations of their editors while preparing their

manuscripts. Topics include: • Turning a good manuscript into an *excellent* manuscript • Deciding chapter and manuscript length • Where to get competent editorial assistance • Quoting copyrighted material

#### 5. Front and Back Matter

Proper treatment of front and back matter can increase the usefulness of your book to the reader. Knowledge of what to do can also protect your copyright and be of help to you in your marketing efforts. Topics include: • Half title page • Title page • Copyright notice and registration procedure • The new copyright law • The International Standard Book Numbering System • Library of Congress Catalog Card Number • Introductions, forewords, prefaces, prologues, dedications, acknowledgments, epilogues, glossaries, appendices, indexes, bibliographies, footnotes and more

#### 6. Book Design and Composition

Quality book design can mean the difference between an amateurish-looking collection of pages and a handsome volume. Topics include: • The proper way to do a word count • Selecting type size and style • Trim size and page layouts • Paperback, cloth and other bindings • Running heads, folios, bleeds, charts, graphs, half-tones, illustrations • Selecting text paper—Opacity, bulking and finish • Selecting cover, jacket and end-paper stock for case-bound books • Galleys, page proofs, proof-reading marks

#### 7. Selecting a Book Manufacturer

Since the cost of book manufacturing normally represents the largest expense in any publishing project, this part of the seminar could save you hundreds (or even thousands) of dollars.

Topics include: • Directories of manufacturers • Securing competitive bids • Relationship between types of printing equipment, quality and cost • Normal costs • Credit terms • Warehousing and order fulfillment capabilities

#### 8. Marketing Your Books

Once you have placed your order with the book manufacturer, you will face probably the most challenging task of all—selling your books. If you have planned properly, however, the job will be relatively simple. Topics include: • Textbook adoptions • Retail bookstore distribution • Libraries • Wholesalers • Publishing industry trade associations, trade shows, trade magazines and newsletters • Agents and subsidiary rights • Commission sales representatives • Consignment sales • Premium sales • Case history—*Up Your OWN Organization!*

#### 9. Book Publicity

In the publishing industry, publicity need not be difficult to obtain. Furthermore, publicity is a lot less expensive than advertising. Topics include: • Using public relations firms • Preparing news releases and press kits • Getting reviews in magazines and newspapers • Radio and television talk shows • The lecture circuit—making it pay

#### 10. Book Advertising

Cost-effective advertising can markedly improve book sales and profits. This course-within-a-course covers: • Risk-free (Per Order) advertising • Setting up your own "house agency" for a 15% discount • Direct mail and mail order advertising • Pre-publication offers • Cooperative Advertising • Book industry trade advertising for increased distribution

## Optional Course

### Workbook —

### Self-Publishing Guide

A specially prepared course workbook/self-publishing guide will be made available to course registrants at this seminar. This workbook has been designed to assist you in every phase of implementing your publishing plans. The regular cost of this comprehensive 300-

page workbook is \$45. However, course registrants may purchase copies at the seminar discount price of \$25.

If you will be unable to attend the seminar, you may order the workbook directly by sending \$45 to Donald M. Dible Seminars at the address below.

Seminar Location: Marquette Inn Ballroom  
Concourse Level, IDS Center, Minneapolis  
Seminar Times: Registration is from 1:30 to 2:00 p.m. on Saturday, August 25, immediately

following the Toastmasters International Convention. The seminar is from 2:00 to 9:00 p.m. on Saturday and 9:00 a.m. to 5:00 p.m. on Sunday.

### No Risk Money Back Guarantee

There is no penalty for cancellation at any time prior to the start of the seminar. If you are not totally satisfied with the program by the dinner break on the first day, simply make your feelings known before the start of the evening session on the first day and your full registration fee will be refunded.

## Registration Form

**Yes!** Here is my full payment of just \$125 for the two-day program. I understand that this includes full course registration and four coffee breaks but does not include meals or the optional workbook described above. Enter my registration now! Enclosed is my  Check or money order  Credit card

VISA number \_\_\_\_\_

Master Charge number \_\_\_\_\_

Credit card expiration date \_\_\_\_\_

Signature \_\_\_\_\_

Questions? Call between 10:00 a.m. and 5:00 p.m. in Minneapolis at (612) 339-7146. Mail this form with full payment to Donald M. Dible Seminars, 1153 Plymouth Building, Minneapolis, Minnesota 55402. Remember: This seminar can save you thousands of dollars. Register now!

**Fill out  
order form  
& mail today.**



# Overcoming Communication Barriers

by Charles E. Kozoll

Experts agree that communication is a natural act, yet one done poorly by too many people too often. The basic reason is that this complicated act is too often taken for granted. Communication takes place with too little thought given before, during or after in the effort to get information from one person to another or several others.

It is possible to become a better communicator, using two very simple systems. The first focuses attention on what major activities will occur each day that will involve communicating. The second will force you to slow down each time you are working with another individual or group of individuals to be sure that messages are delivered

clearly and quickly. Before getting to those systems, let's take a moment to look at some of the sources of major communications failures.

The key reason given for breakdowns in communication is the

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## The most productive managers follow a daily plan of action.

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failure to understand one's communication pattern. Think about yourself as a communicator, especially in your managerial role, and consider the following questions:

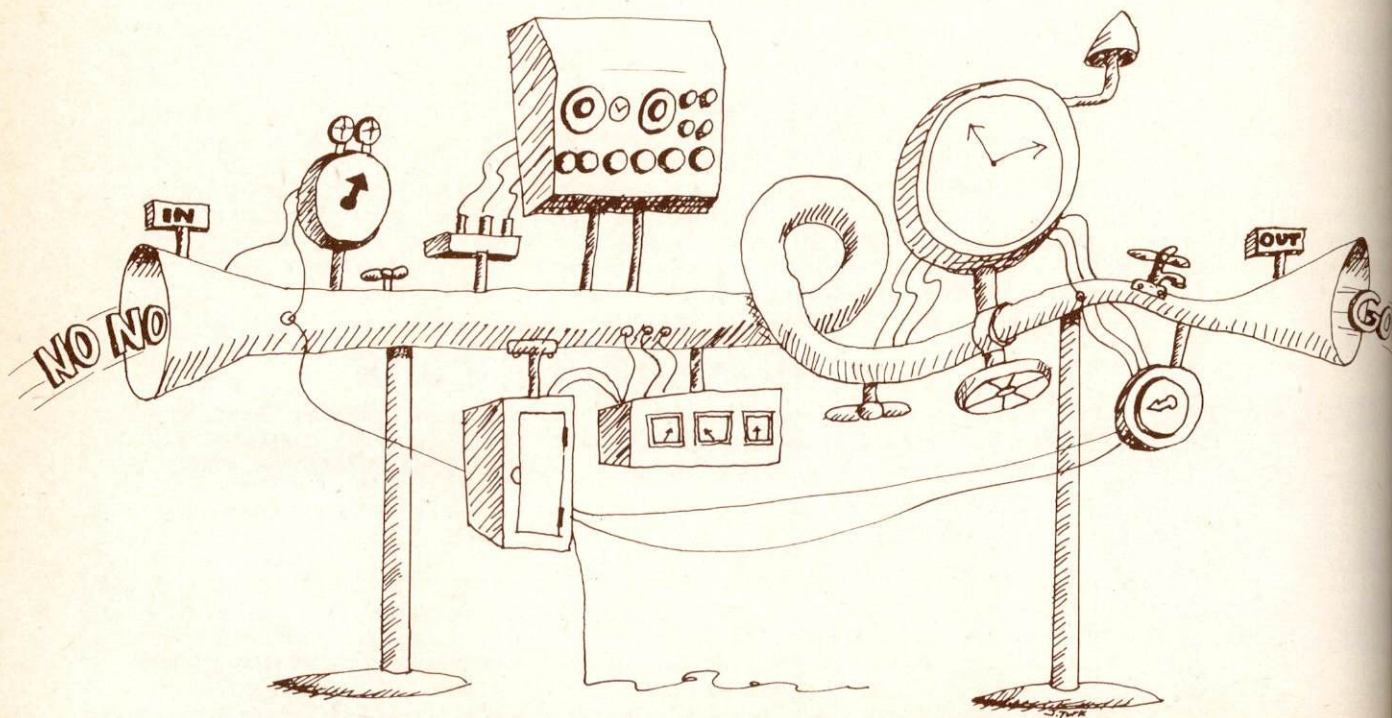
1. What is your preferred method of communicating — in

written form, over the telephone, via formal meeting or through short face-to-face contact? What is the style which you use most often most willingly?

2. With whom do you communicate most often on the job and what kind of problems do you have communicating with those individuals? Be as specific as possible and try to identify some of the really major communication difficulties that have occurred in the last couple of months.

3. How well do you listen? Can you point to specific problems which have occurred as a result of your failure to be attentive, particularly to what another individual has been saying?

4. What do you do each day, as a





bit, that could contribute to poor communications? For example, do you allow yourself to be interrupted constantly while meeting with some individuals, so that the train of thought is never clearly established and major points get lost?

David Berlo and Richard Huseman, two well-known communication experts, have identified five problems which regularly occur and cause communication to break down. They are found in every human situation. As you read the list, think about how they may affect your managerial life.

- *Too many messages competing.* One piece of information is in competition with many others for your attention. That one piece of information may be critical or trivial. You can't tell, because no priority has been established among them, and all suffer as a result. Each becomes muddled and blended with the rest, so that their independent value is lost.

- *Constant information interruptions.* The myths of democratic leadership and constant managerial accessibility allow staff to "drop in" for chats or with bits and pieces of the useful and the useless. Because interruptions are just that, no value is placed on the information coming in, and concentration on more important matters is destroyed. More important, the manager loses control and finds it very difficult to separate the critical from the unimportant. Again, information reaches the manager in a jumbled form.

- *Too many steps from sending to receiving.* What the manager intended as a message gets hopelessly confused and significantly changed when it passes through more than two people. Ideally, a message should go directly from the originator to the intended receiver. Realistically, that won't happen with busy managers. But care should be taken to emphasize the key points which should be transmitted, and in what specific way. Often, that isn't done and the transmitters place their own interpretation on the original message.

- *More concern with who I am than what I'm saying.* It occurs all too often. Someone delivering a message wants to tell the receiver that he or she is a very important person. "This is \_\_\_\_\_ calling"

often turns the receiver of a message off, because of irritation. In the reverse situation, the receiver won't listen as well because the sender doesn't have the status to make the message believable or important enough to warrant attention.

- *The terms aren't clear.* They can be little words such as "rush" or phrases which everybody assumes are understood. Unfortunately, everyone who hears the term can interpret it differently. Agreement is taken for granted. No one dares to raise a question of clarification and confusion begins.

There probably are many other reasons, but these five form the heart of most breakdowns which cause individual and organizational problems. Before going on, be sure

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## **Don't be too accessible. Constant interruptions destroy concentration.**

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you've identified where your concerns center, both in relation to your managerial style and the problem areas that occur often.

### **Gaining Control — Daily Steps**

There are five steps you can take each day. Many of them grow out of the very useful suggestions made by the time management consultants:

- *Anticipate communication needs.*

This is a variation on the "to do" list so widely advocated for busy people. On a desk calendar, preferably, or a note pad jot very quickly a list of major tasks or key people with whom you will have to communicate that day. The list serves as an important reference point, one to be checked several times to be sure that these key events or individuals have been tended to.

Just as the "to do" list takes a short time to develop, this one will be short in the making, but long on value. If you are on the move a great deal, a useful technique is to have both lists on small index cards carried in a pocket or folder for easy reference.

- *A moment of morning quiet.*

A recent study out of the University of New Hampshire points out

that those who start earlier each day (called larks) are the more productive individuals. This may come as a shock to some of you late risers. Regardless of whether you are an early active worker or one who gets started more slowly (an "owl"), you should set aside that moment for thinking.

Alec MacKenzie, internationally known time management consultant, says that moment is the key to effective planning. When related to communication, it means that you take time to decide what information has to be transmitted. You think about the content of telephone calls, short meetings with staff, longer encounters and what information has to be transmitted to whom. You make a lot of notes to yourself and refrain from trusting memory.

George A. Miller, a Harvard University psychologist, has determined the human memory is capable of retaining seven units of facts at one time. Some individuals are blessed with the ability to go up to nine and others are limited to no more than five. For that reason, Miller and many others suggest that trusting memory is very dangerous and that jotting quick notes can be a very important way to supplement that fragile human system.

- *Key early contacts.*

Before the rush of any busy day begins, spend the first half hour with critical people you will have to reach that day. In particular, try to spend five minutes with your staff discussing just a few important matters. Those matters can include:

- Information they need to know which only you have.
- Work you believe must be done by the conclusion of that day.
- Information you must have from them that day.
- What they should be thinking about which may occur in the remainder of that week and the week following.

Try to hold these encounters with key staff to no more than five minutes. If you want to go even a step further, conduct the meeting standing up. Before you leave at the end of the day, make a few notes on items related to the four areas just mentioned; use that note as an agenda for that early morning five-



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minute meeting and you'll find that habit is a valuable one.

- *Communication checkpoints each day.*

Too often, communication takes place under pressure. Messages are garbled because the concerned individual is in a rush to finish the task. It is impossible to eliminate the unexpected and remove pressure from business situations. It is possible, however, to establish points during the day when clear communication is the principal task.

There should be a couple of these points in the morning and the same number in the afternoon. They will take no more than two or three minutes and will be an opportunity for you and key staff to slow down and ask yourselves, "Is there anything we need to be talking about right now?"

The obvious value relates to communication and its improvement. But an equally important secondary benefit is that these checkpoints

have a tendency to reduce interruptions. Staff know they will be meeting with you several times during the day on a regular basis so they wait for those times to talk. You have more uninterrupted time to think and act.

- *Slowdown points each day.*

Before you communicate with other people, talk to yourself. When you talk to yourself, ask four questions:

1. What's the best use of my time right now?
2. What have I been doing the last two hours and to what effect?
3. What should I be doing the next two hours, with what intended outcomes?
4. With whom should I be talking during the next two hours to get work accomplished?

As you slow down, you think. As you think, you consider how to communicate most effectively. You benefit, as does the whole organization.

There are four steps in this system. It won't take you long to use each one of them and the benefits will be substantial. They force you to slow down.

- *List points to be made.*

Whenever you are communicating with another individual, take just a moment to jot down on a note pad the key items to cover. Use whatever shorthand system you find best. Keep a small note pad next to your telephone so you organize your calls.

Check off the points made and then stop one more time at the conclusion of the encounter to determine if everything has been covered and if other items need to be examined. This small organizational step will become infectious and your colleagues and staff will probably choose to adopt it.

- *Identify potential breakdowns.*

Know what could happen to destroy the effectiveness of communication. In particular, look at the areas identified earlier in this article where it's most likely for trouble to occur. Look at your own communication style, look at the people involved and then ask yourself something about the relationship between you and those individuals. Where could your words collide or go off in separate directions? You might want to give thought to the status relationship. Will it be difficult for you to talk to that person because he or she has higher or lower status than yourself?

Beware of terms. Will you be saying something that could be interpreted in a different way by the individual or individuals receiving the message? Pay attention to the final receiver of the message, if you are using another person as a link. Is it possible that something could happen between the time you send the message and it is received so that distortion will occur? Above all, don't glibly assume that communication will take place just because two individuals who speak the same language are seated together. Worry a little bit and the results will probably be much better.

- *Use clarifying questions.*

This is particularly important if

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## How to Pull Your Club Out of a Slump

I am a member of a relatively new Toastmasters club. We started off with 27 men and women who were really interested in improving their communication skills. But lately, members have been dropping out and our club seems to be going downhill before even getting off the ground. We'd like to get our club back on an upward course before it's too late. Any suggestions?

Your officers can pull your club out of this slump by using some basic management techniques. Good club management starts with a well defined set of goals. If you don't have a goal, you have no idea whether or not you are on the right course. Does your club aim for a certain number of manual completions each year? Do individual members have manual completion goals? By setting goals and periodically reviewing the progress of each individual, you give club members a sense of purpose — and they should have more manual completions. People can't perform with maximum effectiveness if they don't know what the club's objectives are or how well they are doing in relation to club goals.

How specific should your goals be? Let's take manual speeches as an example. The club should determine how many manual speeches can be heard during the course of a year. If four speeches are scheduled in a typical meeting, you should probably aim for a maximum of four and a minimum of three manual speeches at each meeting. Multiply this out by the number of meetings you expect to have (subtract any special meetings) to determine your goal for the year. Then determine how many speeches each member will give, and reward those who achieve their goals.

The club will be rewarded through DCP recognition for points gained through manual completions. By working toward a DCP award, you will eliminate many nonmanual speeches and meetings where no one is prepared.

Club officers have their own section on the DCP Progress Chart. Each officer can set his or her own goals. One objective might be to complete by specified deadlines. Why not put together an executive calendar with deadline dates for officers and a similar calendar for members?

Youth Leadership and Speechcraft

programs should be planned a year in advance, not on the spur of the moment. This is necessary to make sure all the ingredients of a successful program are properly assembled.

All activities of the club can — and should — be planned in advance. With planning, club officers can perform their duties more efficiently and that is vitally important because good management is crucial to the success of every club.

*These club management suggestions have been provided by Ronald E. Rath, ATM, a member of Hawkeye Toastmasters Club 617-19, in Cedar Rapids, Iowa — Ed.*

## Political Campaign Raises Policy Questions

**Q** A member of my Toastmasters club is running for a local political office and some of our club members would like to participate in his campaign. They plan to express support for his candidacy during a Toastmasters' function and the proposed campaign literature gives the impression that Toastmasters endorses the candidate. Some of us in the club are not interested in participating in the campaign, and we're upset because it's cutting into our regular club program. Do we have any recourse?

**A** The following official Toastmasters International policies pertain to public and private activities outside the organization:

- *Fund Raising, Donations, Community Programs* — District, areas, or clubs shall not participate or be associated with any fund-raising activities for non-Toastmasters groups or individuals.
- *Endorsement* — Any contacts with other organizations should be established with the understanding that they do not constitute or imply endorsement of such organizations by Toastmasters International as a corporate body.
- *Community* — Toastmasters International, a corporation, is not politically involved in the affairs of the community. TI acknowledges its community (local, national, international) responsibilities for an enlightened citizenry through the power of effective communication and leadership.
- *Community* — Cooperation with other organizations is encouraged to the extent that the identity of Toastmasters International is maintained in the promotion and conduct of community action programs.

These restrictions apply only to Toastmasters-related functions. They

don't restrict individuals from getting involved in political activities not associated with Toastmasters. On the contrary, Toastmasters are encouraged to use their communication skills whenever and whenever they can.

## A Proper Welcome for Banquet Guests

**Q** I have been assigned to plan a banquet involving some very prominent public figures. Since I've never organized this kind of event before, I'm very concerned about protocol. What are the most important rules of etiquette for these affairs?

**A** Here are a few things to watch for to make your guests feel welcome and avoid embarrassment:

A special guest and spouse should not have to pay for the meal. Be sure this is understood in advance, both by the guest and by the treasurer.

Designate a host for each honored guest. The host should greet the guest at the door and be available for help and information during the meeting.

Each guest and spouse should sit at the head table (if applicable) and should be introduced at the beginning of the meeting. Seating and introductions should be by rank and should include the person's name (properly pronounced) and correct title. Rank is as follows:

- National government officials
- State or province officials
- City or local officials
- Prominent business leaders
- Toastmasters International officers
- Toastmasters International directors
- Other prominent citizens
- District officers
- Division officers
- Area officers
- Club officers

If any visiting dignitaries are overlooked during meeting arrangements, they should be acknowledged and introduced as soon as their presence is noted.

*Send your questions to Toastmasters International, Publications Department, 2200 N. Grand Ave., P.O. Box 10400, Santa Ana, CA 92711, Attention: Speakers Forum. Because of space limitations, we may not be able to publish all questions that are submitted. Those of broad interest to Toastmasters will be given first priority for publication. Please send your name, address and club and district number with your question. — Ed.*



Women seeking management positions still face many obstacles, but they can be overcome if you're determined to succeed.

# Women Do Belong in Management

by Helen Diamond



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You're an ambitious career woman working your way up the company ladder toward a top management position that will give you more responsibility, more authority — and more pay.

What are your chances of getting there?

Recent U.S. employment figures show that despite the great strides women have made in the work world in the past decade, they still must overcome a number of obstacles before securing management positions traditionally held by men.

Women represent 41% of the total work force in America today. Yet only 6% of all managers and administrators are women. What obstacles are keeping women from reaching the top echelons of their organizations?

First, we have the myths that make employers reluctant to place women in jobs requiring long-term commitments. These myths are so prevalent that the U.S. Department of Labor has published a pamphlet called *The Myth and the Reality* in an attempt to shatter widely held misconceptions about working women.

One of those common misconceptions is the myth that women are not serious about their jobs, but work only for extra money. The truth is that most women do

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## Many women fail to get promotions because they have low self-images.

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work for economic reasons — and they do need the money.

Three-fifths of all women workers are single, widowed, divorced or separated, or have husbands whose earnings are less than \$7000 a year. Combine that factor with double-digit inflation and you'll see that economic need gives women reason to take their jobs just as seriously as men do.

Another myth is that women tend to be transient workers. That myth is challenged by a U.S. Department of Labor study, which shows that, for comparable age groups, single women are as stable as married and single men in the work force. In fact, single women over 45 average more time on the same job (15.5 years) than all men in the same age group (13.1 years).

The notion that women have much higher job absentee rates than men also restricts opportunities for women. Again, the figures tell a different story. U.S. labor officials say the typical absentee rate for women is 5.6 days a year, compared to 5.2 days for men.

### Overcoming Sex Role Stereotypes

There are many more myths of a similar nature being disproven daily. And they aren't the only obstacles

facing career women. There also are the stereotypes, which are developed and reinforced through the cultural socialization process.

In many cultures, women have been brought up to take the nurturing, passive, assisting roles while men have been taught to lead, train, compete and work as a team to accomplish a goal.

Is that why nearly 80% of all working women are still employed in the stereotypical clerical, sales, service or light factory jobs? And does this occupational segregation explain why male high school dropouts on the average earn \$1604 more a year than female college graduates?

The women's movement has broken down a number of stereotypes that cast doubt on the leadership capabilities of women. And studies of successful career women have buttressed the efforts of feminist leaders pushing for equal job opportunities. For instance, when the leadership styles of 140 managers — 70 men and 70 women — were compared by Jerolyn Lyle and Jane Ross, they found work patterns adopted by the women were effective, active and even more diverse than those of the men.

Unfortunately, stereotypes are hard to live down and many go untested because employers use them as arguments against hiring women.

If working women didn't have to contend with myths or stereotypes, many would still have to conquer an even stronger barrier to success — a low self-image. Women can be their own worst enemies. As a result of cultural conditioning, many women believe they belong in second-class occupational positions, and this view can become a self-fulfilling prophecy.

Women also lack role models and mentors. Who can they hold up as an example to follow? Very few women have reached top-level positions of authority. Nor are there many women mentors, since the few who have "arrived" tend to assume the "Queen Bee" status because they are afraid of losing a hard-earned position to another woman.

The misconceptions about why women work tend to restrict their job assignments. Since they tend to be seen as transient, undedicated workers, they often are given dead end jobs. Because employers conclude that women are working for "pin money," they are paid less and not offered promotions. The promotions tend to go to men who have families to support.

When there are opportunities for training, men usually represent a majority of the participants. For many years, there were *no* women in company-sponsored management training programs. After all, the qualified women were hidden in the low-key dead end jobs.



How can a woman overcome the obstacles barring her entrance into the field of management?

In 1972, the Equal Opportunity Act brought about some changes in the status of working women. Under the act, businesses are required to actively recruit, hire, promote and train minorities and women. This law forced many employees to change their attitudes about working women and made it easier for management to explain to male employees why drastic steps had to be taken to improve job opportunities for women.

Women have had to shift their attitudes along with employers. As a result of the self-fulfilling nature of sex role stereotypes, many women have become resigned to jobs for which they are overqualified. Women need to understand and be able to deal with the subtleties of stereotyping in the work world so they can start to build self-confidence.

### Blending Male-Female Managerial Styles

Both men and women have contributions to make to management. An executive needs the strength of male and female managerial styles to be effective. Traditionally, men tend to be task-oriented, while women tend to be relationship-oriented. Women can improve their managerial effectiveness by acquiring the analytical skills and assertive qualities that characterize most male managers. And men can increase their effectiveness by developing their intuition, learning to express emotion and establishing more effective support sys-

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## Risk-takers are upwardly mobile. If you're at a dead end, don't be afraid to leave a secure position.

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tems — things that most women managers do particularly well.

Marion Wood's study of 14 Los Angeles companies found the women holding management positions in those organizations to be competent in many ways. Women have a positive effect on their work environment because of their ability to keep calm, Wood concludes. They bring with them new problem-solving methods. They are people-oriented — highly sensitive and concerned about the personal feelings of their peers. One male manager said that having women managers has made the men in his company's leadership positions more thoughtful about employees.

Women must recognize the strengths they can bring to management roles so they can develop enough self-confidence to fight the myths and stereotypes that have held them back. If you are a woman seeking a management position, set short-term, easily attainable goals so you can experience success soon and often. Once you feel like a winner, you will be ready to become a risk-taker.

Risk-takers are upwardly mobile. They learn new jobs. They grow and improve. When you restrict your experiences to those you feel will be "safe," you deny yourself opportunities for growth. And if you aren't growing, you may be stagnating.

According to the traditional sex role stereotypes, risk-taking is considered masculine behavior. Women

who are innovative in their jobs are challenging those stereotypes, and they can become important role models for other women.

Learn all you can at your job. A friend of mine started working for a stock brokerage at a very young age. She was a tireless worker. When she finished her own duties, she would ask coworkers if there was any way which she could help them. Soon she learned many jobs. When an economic slowdown made several layoffs necessary, she kept her job. She was too valuable to let go because she could do the work of several employees. Compare this person with the one who sits and waits to be told what to do when she has finished an assignment. Of course, my friend now holds a very reasonable position as vice-president of her firm.

When you have learned all you can at your job, look for opportunities for promotion within your company. Improve yourself. If you are at a dead end, don't be afraid to be a risk-taker and go on to another company. Men have been advancing in this manner for a long time. Never quit one job before you have the next because bargaining while you are employed is negotiating from a position of strength.

### Developing Essential Management Skills

Through education and experience, you should develop your skills in four basic areas — communication, leadership, problem analysis and decision making and management accounting.

The basis of the interpersonal relationships within any organization is communication. First of all a manager needs to be a good listener, to know the intricacies of nonverbal communication and to know how to relate to people at their level. Then she needs to be able to understand the needs and goals of her staff members in order to be able to motivate them to accomplish the company's goals.

The successful manager is sensitive to the subtleties of effective leadership. She allows her subordinates to lead when they are capable and guides them when they need help.

The effective manager is a problem-solver and a decision-maker. She searches for — and usually finds — the causes behind problems. She knows how to generate alternatives and how to make choices objectively.

Where do you start? Take an inventory of your strengths and weaknesses. Assess your skills in the following areas of management: decision making, getting along with people, supervision, motivation, organization, communication, delegation, dependability, emotional stability and intellectual competence.

Build your strengths; let them work for you. Strengthen your weaknesses by reading, taking classes or attending seminars.

Determine where you are and where you are going. What opportunities are there for advancement? What is your next step? What are your alternatives?

Give yourself the opportunity to succeed and make success a habit, and you'll find there is a place for you in management. ■

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*Dr. Helen Diamond is a professor of business administration at Citrus College, Azusa, California. She is founder and advisor to Women in Management, a support organization for women executives.*



"What makes a leader exceptional is the ability to communicate ideas in a way that inspires others."

## Patricia Fripp — Successful Businesswoman and Motivational Speaker

"Take charge of your life," Patricia Fripp tells her audiences. "You should see yourself the way you would like to be and make your life what you want it to be."

Miss Fripp gives that advice with conviction because she *has* taken charge of her life, and she's established a reputation as one of San Francisco's most successful businesswomen.

Miss Fripp became a barber at a time when very few women were styling men's hair. Today, at the age of 33, she runs her own business, a chic San Francisco salon called Miss Fripp's Markham Style Innovator Barber and Beauty Shop.

Considered one of the top women speakers in America, Miss Fripp is a member of Cable Car Toastmasters Club 1243-4 in San Francisco. Last year, she became the second woman to speak at Toastmasters' International Convention. She travels all over the country for speaking engagements, sometimes giving as many as six talks a week.

Her speeches are filled with inspirational stories, including the one about how she left her home in England at the age of 20 to come to America, carrying only \$500 in savings — and her hair-styling scissors, of course.

"I thought everyone in America was rich," she recalls, speaking in a charming British accent. "After I was here for a while, I thought maybe it was the hard workers who were rich. No. I discovered the hard workers are as poor as everyone else. Then someone told me the key is not working harder but working smarter. And that changed my life."

To Miss Fripp, "working smarter" meant refining her speaking skills so she could communicate more effectively with customers and business associates — and to prepare herself for the many speaking engagements she was eager to accept. That goal led her to Toastmasters, and she says her involvement in the Cable Car Toastmasters Club has contributed to the success of her business while helping her launch an entirely new career as a public speaker.



She says Toastmasters also has helped her develop her leadership skills.

"There is no greater confidence builder in the entire world than the ability to stand in front of a group and deliver your thoughts with style and self-assurance," she says. "In the competitive world of business, any ambitious person, especially a manager or leader, should develop this much needed skill. It can help anyone excel."

Miss Fripp's definition of leadership reflects her own management style: "Good leaders are able to make decisions quickly. They can plan ahead with vision and they know how — and when — to delegate. They also must have energy and drive.

"What makes a leader exceptional is

the ability to communicate ideas in a way that inspires others. I'm amazed at how many brilliant men and women are depriving other people of their knowledge because they are self-conscious about communicating with more than one person at a time. How sad it is that their knowledge and experience is not being shared."

Miss Fripp intends to continue sharing her knowledge on the speaking circuit. If you don't expect to have an opportunity to hear her give a formal speech, you might drop by her hair styling shop. Customers say a haircut can be an inspirational experience when Miss Fripp is holding the scissors because she often rehearses her speeches as she works. ■



Stress — the 20th Century disease — isn't a mystery anymore.  
Anyone can learn to cope with it.

# Stress Without Distress

by Sherry Angel

**M**arshall, a regional sales manager for a major car dealership, was tense and irritable when he arrived at Dr. Carlo Weber's office for counseling. But it wasn't the visit with Weber, a Los Angeles psychologist, that made the 48-year-old executive uptight. He'd been that way for months — ever since he was promoted from a sales position to the management level.

Back at the office, mounds of paperwork cluttered Marshall's desk. On a typical work day, he allowed one interruption after another to distract him, never concentrating on a single task from start to finish. He'd conduct business over lunch while wolfing down full-course meals so fast he didn't even taste the food. And the 20 pounds he'd gained in just three months made him feel so lethargic that he had started watching television instead of exercising when he

got home from work. He was also having serious marital problems, and he often went to work still seething over an argument he'd had with his wife at breakfast.

Marshall looked as miserable as he felt. And when the results of his annual physical showed he was developing an ulcer, he and his boss

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**Stress can be good —  
if it isn't  
prolonged indefinitely.**

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agreed something *had* to be done.

It didn't take Weber long to identify Marshall as a victim of the "20th Century disease" — stress. Many of Weber's clients have come to him in worse shape than Marshall because, Weber says, people tend to let this insidious "disease" creep up on them, not seeking help or even recognizing the problem until they find themselves in a

hospital suffering from a bleeding ulcer or a heart attack.

It's called the "20th Century disease" because it is a sign of the times — the fast pace at which we live, the complexity of our technological society, the breakdown of values and moral codes that once restricted our options and made choices clear.

People who buckle under stress become susceptible to a wide range of degenerative illnesses that wear the body down, including respiratory disorders such as asthma and muscular problems that can cause migraine headaches.

The statistics are frightening. There are more than a million deaths each year from heart disease in the United States alone. And an estimated 20 million Americans suffer from some form of hypertension, or high blood pressure.

But there's also encouraging news. Stress isn't a mystery anymore. Anyone can learn to cope





with it — and many employers are now willing to help. Weber says he has helped a number of major companies start stress management programs, which usually offer opportunities for individual counseling and include recreational activities to give employees a chance to unwind during the work day. Although many traditional employers still see stress as a personal problem, Weber says the development of company programs to help workers cope with stress is a growing trend. An alarming increase in the percentage of workers' compensation claims based on stress-related disabilities may be the strongest impetus behind that trend, but reductions in productivity levels and high absentee rates also have prompted employers to seek help from consultants like Weber.

Nothing is more stressful than the sense of powerlessness many people feel when they are over-

whelmed by demands, pressures and responsibilities, Weber says. And he speaks from experience. Although the bearded counselor appears calm, relaxed and casual — even in a conservative suit — he says he's been through the kind of anxiety that causes some people to have nervous breakdowns, and it's

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### **Nothing is more stressful than a feeling of powerlessness.**

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a feeling he'll never forget. But Weber has since developed a high stress tolerance level, and he's eager to help others do the same.

#### **The Emergency Response**

When Weber starts working with a new client — someone like Marshall — he begins by defining the problem. Stress, he explains, is your body's response to any demand placed upon it, whether that de-

mand is real or imagined, pleasant or unpleasant. Not all stress is bad. The physical reactions — an increase in heart rate, rise in blood pressure and tightening of the muscles — prepare you to respond to emergencies. A child darts in front of your car and you slam your foot on the brake before you even have time to think — that's how stress works to your advantage. Stress also can be useful on the job. For instance, many executives find deadline pressures exciting and do their best work when they shift to a more invigorating pace as the deadline nears.

Stress becomes a health hazard when the emergency response is prolonged. Weber explains: "The problem in our society is that most of the time when we experience stress, we can't do anything about it. If you're stuck in a traffic jam on the freeway and there's no exit nearby, you just have to sit there and stew. You don't get rid of the



# Identifying Job Pressures

Many people react to stressful work conditions without even realizing what is causing them to feel tense, or angry, or frustrated or depressed. If you can identify the sources of stress in your life, you can learn to control your responses. You'll feel better, look better — and you'll make better decisions on the job.

Following is a list of day-to-day work conditions that many people find stressful. Indicate how often you experience each source of stress by circling the appropriate number. Then total your score and compare that figure to the highest possible score — 160 points. The closer you come to 160, the more stressful your work environment is. Examine each item carefully to determine how you can make the working conditions in your office less stressful.

	Never	Rarely	Sometimes	Often	Always
1. I am unclear about what is expected of me . . . . .	1	2	3	4	5
2. Others I work with seem unclear about what my job is . . .	1	2	3	4	5
3. I have differences of opinion with my superiors . . . . .	1	2	3	4	5
4. Others' demands for my time at work are in conflict with each other . . . . .	1	2	3	4	5
5. I lack confidence in "management" . . . . .	1	2	3	4	5
6. "Management" expects me to interrupt my work for new priorities . . . . .	1	2	3	4	5
7. There is conflict between my unit and others it must work with . . . . .	1	2	3	4	5
8. I only get feedback when my performance is unsatisfactory . . . . .	1	2	3	4	5
9. Decisions or changes which affect me are made "above" without my knowledge or involvement . . . . .	1	2	3	4	5
10. I am expected to accept others' decisions without being told the rationale . . . . .	1	2	3	4	5
11. I have too much to do and too little time to do it . . . . .	1	2	3	4	5
12. I do not have enough work to do . . . . .	1	2	3	4	5
13. I feel over qualified for the work I actually do . . . . .	1	2	3	4	5
14. I feel under qualified for the work I actually do . . . . .	1	2	3	4	5
15. The people I work closely with are trained in a different field than mine . . . . .	1	2	3	4	5
16. I must go to other departments to get my job done . . . . .	1	2	3	4	5
17. I have unsettled conflicts with people in my department . .	1	2	3	4	5
18. I have unsettled conflicts with other departments . . . . .	1	2	3	4	5
19. I get little personal support from the people I work with . .	1	2	3	4	5
20. I spend my time "fighting fires" rather than working to a plan . . . . .	1	2	3	4	5
21. I don't have the right amount of interaction (too much or too little) with others at work . . . . .	1	2	3	4	5
22. I don't receive the right amount of supervision (too much or too little) at work . . . . .	1	2	3	4	5
23. I don't receive work assignments which increase my skills and knowledge in the latest technology . . . . .	1	2	3	4	5
24. Management misunderstands the real needs of my departments in the organization . . . . .	1	2	3	4	5
25. I feel family pressure about long hours, weekend work, etc. .	1	2	3	4	5
26. Self-imposed demand to meet scheduled deadlines . . . . .	1	2	3	4	5
27. Demand of others to meet scheduled deadlines . . . . .	1	2	3	4	5
28. I don't understand management's objectives . . . . .	1	2	3	4	5
29. Constant demand for faultless performance . . . . .	1	2	3	4	5
30. I have difficulty in giving negative feedback to peers . . . .	1	2	3	4	5
31. I have difficulty in giving negative feedback to subordinates . . . . .	1	2	3	4	5
32. I have difficulty in dealing with aggressive people . . . . .	1	2	3	4	5

energy that's built up in the emergency response. Your blood pressure stays up. Your muscles stay tense and you get a headache.

"Our bodies are made to take a lot of stress. But they're not made to handle it indefinitely."

The first step in learning to control the "emergency response" is to identify the sources of stress in your life.

At work, you may have the kind of problem Marshall faced. He was a great salesman, and he found the pressures of that job stimulating. But he had no management experience and he felt overwhelmed by the responsibilities that went with his promotion. Other common sources of stress on the job include poor relations with work associates, difficulties in delegating responsibility and lack of job security.

Often, as in Marshall's case, personal problems also create stress. On many days, Marshall was still upset over his marital problems when he went to work and still feeling the strain of his job when he went home to the same problems at night. He was caught up in a debilitating cycle in which stress was constantly building up with no outlet for release.

Weber helped Marshall break that cycle by discussing a basic principle that has given many people a vital sense of control: "Stress is not in your environment. It's in you. It's not your husband or your kids or your mother-in-law or your job or inflation or any of those things. They don't become stressful unless you perceive them to be."

## Adopting a New Lifestyle

You can change your perceptions so you will be able to easily handle pressures you now find stressful. You may discover that you've been expecting too much of yourself, or maybe your responses to stressful events would be entirely different if you had a better self-image. It can take months — or even years — to make these kinds of changes, so Weber first concentrates on helping clients make lifestyle adjustments that can be accomplished immediately.

For instance, the first step Marshall took was to drop out of his pool. Now, he can let off steam on the way to work by yelling as he drives.



He was furious when he left the office most of the time and then he'd sit in a car with several colleagues and smile for 45 minutes. He'd get to work and immediately confront problems there so he had no place to get rid of the energy that had been building up," Weber explains.

Next, Weber helped Marshall develop a new schedule that would give him opportunities to relieve stress during the work day and to alleviate a source of strain in his marriage by seeing his wife more often. Marshall cut back on his business lunches and started eating a light meal at home with his wife after they played tennis or jogged together. He now returns to work refreshed and takes less tension home with him at the end of the day.

The third step was the most difficult for Marshall — he discovered through counseling that many of his problems at work were caused by his reluctance to delegate responsibility, so he had to develop

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## **Pace yourself. Temper stress with relaxation.**

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an entirely different management style. Recognizing the problem was half the battle, and the anxious expression Marshall had worn for weeks disappeared in a matter of days. He was back in control — as he had been when he was the company's top salesman. For the first time since his promotion, he looked and acted like he belonged in a position of authority, and people who had lost confidence in his ability to lead began to listen to him with respect.

What Marshall accomplished can be done by anyone. And you don't necessarily have to have professional help. Consider the case of the Olympic gold medalist who became a nervous wreck before every competition. Athletic events gave him an outlet for that tension, but when he retired from sports and took on a high-pressure public relations job he stopped exercising. It all caught up with him at the age of 27 when he was rushed to the hospital with a

bleeding ulcer. The doctor told him he had little chance of surviving without immediate surgery. At that crucial moment, the former athlete became determined to survive — without surgery — and vowed to change his lifestyle so he would never again have to face such a decision.

He gave up junk food and sodas and started a daily exercise program that included jogging, wrestling, handball and surfing. He stopped watching the late show after Johnny Carson so he could get eight hours of sleep every night. And he found that when he was in good physical condition, he could cope with any kind of job pressure. He made that critical decision in the hospital 18 years ago and he hasn't had any ulcer problems since.

### **Getting Immediate Relief**

That athlete nearly lost his life before he even realized he was under more stress than he could handle. That doesn't have to happen to you. And it won't if you look for signs of stress in your body — headaches, fatigue, rapid heart-beat, sweaty palms — and examine your eating habits, your moods and your responses to others. When it's clear that you are under stress — prolonged stress — do something about it.

Here are some ways to get immediate relief:

- Sit comfortably at your desk and close your eyes. Inhale slowly and deeply and exhale slowly as you concentrate on relaxing each muscle. Let go of all job-related worries and allow your imagination to take over. Picture yourself watching the sunset at the beach — or doing anything that relaxes you.

- Exercise. If you have a private office, do calisthenics. During your lunch hour, go to a health spa, or play tennis, or take a walk — anything to release the energy that builds up when you're under stress.

- Take a "seventh inning stretch" five or six times a day and certainly between meetings.

- Stand during meetings. (They won't last as long when everyone is standing and short meetings are less stressful.)

- When scheduling your day, intersperse relaxing activities between those you find most stressful.

## **Signs of Stress**

What stress symptoms have you experienced?

- Headaches
- Stomach aches or tension
- Backaches
- Stiffness in neck and shoulders
- Elevated blood pressure
- Fatigue
- Crying
- Forgetfulness
- Yelling
- Blaming
- Bossiness
- Compulsive eating
- Depression
- Agitation
- Impatience
- Anger
- Frustration
- Loneliness
- Worrying
- Inflexibility

- Learn Biofeedback techniques. If you have access to Biofeedback equipment — some company management programs use this technology — you can learn how to control your heart rate, blood pressure, temperature and muscle tension so you can reach a deep state of relaxation at will.

Ideally, your goal should be to use relaxation techniques to temper stress — not to eliminate it. In a book on exercise and relaxation (*You Can Do It, Senator Proxmire's Exercise, Diet and Relaxation Plan*), Senator William Proxmire suggests that executives learn to use stress and relaxation in tandem. Let stress give you the energy you need to achieve your goals, Proxmire says, but use relaxation exercises to pace yourself so you don't wear out. He also suggests that you recognize the irrelevancy of every tension that doesn't relate to the achievement of your goal. For instance, when you're giving a speech think about the message you want to convey, not about whether someone in the audience is going to interrupt or contradict you.

Proxmire follows his own advice



when he's on the campaign trail. He can make as many as 25 speeches a day without getting tired, he boasts. After one of these particularly busy days, he commented: "Strangely enough, I was less tired at the end of the day than at the beginning. The answer, of course, is that I was completely relaxed. I knew just what I wanted to say, and I wasn't

worried about crowd reaction. Between speeches, I was able to give in fully to rest as we drove from one corner to another and I sat quietly in the car. There was stress — plenty of it — but there was lots of relaxation too."

Only you can determine how much relaxation you need to temper the stress in your life. Ex-

periment — find the right balance for you. Remember, you can control your response to any kind of pressure. You'll discover that work can be fun when it isn't wearing you down — and you'll probably be much more fun to work with! ■

*Sherry Angel is editor of The Toastmaster.*

## Women Under Stress by Sherry Angel

There aren't enough women in management — or in Toastmasters — so I really felt like a pioneer when I became editor of this magazine eight months ago. Since I didn't know any other women executives and had never been one myself, I was uncertain at first. And even as I gained self-assurance, I was developing nervous habits — biting my nails, drinking 10 cups of coffee a day and eating peanuts compulsively as I worked at my desk.

These, I am told, are classic symptoms of stress — as is the tightness I feel in my stomach when I'm late for an appointment. And the headache I get when I receive a phone call from someone who insists on talking to "the man in charge," even though I've already identified myself as the editor.

Maybe I'm being overly sensitive, but I can't help wondering if a man in my position would be bothered by the things that make me feel tense and irritable.

I raised that question recently as I interviewed Dr. Carlo Weber, a Los Angeles psychologist and stress management consultant. His response was disturbing, but also encouraging — it's somehow comforting to know that my concerns are shared by other women executives.

Weber says executive jobs can be more stressful for women than for men because women lack the support systems male executives have developed over the years.

"A man takes time off to play golf, go out for a drink, have a

business lunch and nobody questions that," Weber says.

"Through these things a man is held in esteem; he is a success, and a certain deference goes along with his status.

"But imagine what the gossip would be if a woman executive did the same. She doesn't automatically get that kind of freedom. It's not built in yet. She may take it, but she'll have a lot of battles to fight and that means more stress."

When I learned that I had become the first woman editor of *The Toastmaster*, I felt as if I had just taken the witness stand in my own defense and had to prove to a jury of 68,000 Toastmasters that I could handle the job as well as any man. Weber says many women executives feel a constant need to prove themselves — even after they've become successful:

"When a man becomes an executive, he gets instant prestige. Everybody sees him as a success so his self-image is good. That's not always true for a woman. She gets the trappings — the office, the expense account — but she knows there are a lot of people — including a lot of women — who are very suspicious of her. People ask, 'How did she get there? Is she the token woman?' So the woman executive doesn't get that immediate sense of success."

Women executives also lack the kind of support a man gets from a female secretary who nurtures him, protects him and makes him feel important, Weber says.

"The woman executive doesn't have that strong maternal support. She's awfully damned alone. And loneliness itself is stressful."

Business travel can be a particularly lonely experience for a woman executive. "I've had women tell me that they go out of their way to have meals sent up to their hotel rooms," Weber says. "They literally hibernate. They just don't want to hassle the garbage of being hustled by every guy who thinks they're obviously on the make or they wouldn't be alone."

Women who do move around freely while traveling may have to cope with rude questions and stares. "When you add it all up, it can be a horrendous experience," Weber says.

What's the answer?

Women should turn to each other for support, Weber advises. He says many women have been reluctant to do that because job opportunities at the executive level are scarce and they tend to see other women as threats. But that attitude is changing as women become less self-conscious about working in positions traditionally held by men.

"Women will gradually develop a mode of executive being that is not just a carbon copy of what men do," Weber predicts.

Meanwhile, I'm going to concentrate on more immediate goals — like letting my fingernails grow and learning to shout back at some of the irate callers who can't seem to understand that *I am in charge*.



# How to Get Along With People

by W.H. Weiss

**R**emember when you became a manager? Perhaps the first few days on the job, you may have thought about the wisdom of your promotion. When you were a worker, you didn't have to face a lot of people to get along. You had only one job — yours — to worry about.

As a manager, you have a lot more responsibility, many jobs, an entire production operation, perhaps, to think about. You must solve most of your problems now by working with people.

A manager's efficiency and effectiveness are measured differently than a worker's. You can be efficient yet not effective if you do not know how to work with people. The better you are at facing people and contending with them, the more effective you are. Of course, what a manager can do in working with people may be limited by company policy as well as by the company-union contract.

Some people make the mistake of basing their treatment of a person on the person's position. They look down on someone who has a menial task and look up to the company executive. Yet, each may be doing an important job, a job which must be done by someone. You cannot be an effective leader unless you respect people and give them recognition for what they do.

## The Worker's Feelings

Workers generally rate the human side of their job as the most important of all its facets. The manager who does not realize

this thinks that the workers are more concerned with good wages and security.

Most workers today have pride in their work and expect appreciation and respect for what they do. The need for recognition at times is so strong that some people may break company rules to get it. Most employees want and like to be on good terms with their boss. So if they get into a situation which isn't to their liking, they may want to change jobs or even leave the company. Subconsciously, they're trying to change bosses, looking for one they can respect and get along with.

Employees want three things

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## You can't expect to manage others if you can't control yourself.

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above all others: appreciation for good work, to be "in" on things and help and sympathy with their problems. People want to be treated as humans with feelings. They also want to know what's happening and be a part of it. They want a good relationship with their boss which will enable them to be understood as well as to get help.

## Self-Control is Crucial

You can't expect to manage other people if you can't control yourself. You must know yourself and be able to control your emotions.

Beware of prejudices and bias and be careful of how you use authority. If you succumb to the use of force, you become a driver rather than a leader. Try to persuade people to *want* to do a good job, and they will do a better job.

People lose respect for you if you are inconsistent from one day to the next. When you judge people, evaluate performance, not personality. Avoid favoritism by treating all people equally. Smile at people and speak to them. Be friendly. If you become interested in people, you'll find yourself liking them. Point out the positive aspects of a job or situation, and people will feel better about it.

Take your time, if possible, in making decisions. The more facts you get and the more time you take to investigate problems, the more likely you are to come up with good answers.

Probably the most important skill a manager needs is to be able to communicate with people. Managers communicate in many ways aside from asking for things to be done and suggesting how to do them. Praise, for example, is an important way of communicating because almost everyone wants and needs it. Expressed appreciation will get you more cooperation and willingness to work than criticizing and faultfinding.

## Sharing Blame

Be especially careful with criticism. Even the constructive type is easy to give but hard to take. Criticizing must be done in a



# Rules for Effective Management

Based on the experience of scores of successful executives, here are 10 practical rules that should help administrators get things done through people by building an alert, eager, responsible staff.

- **Study subordinates and determine what makes each one tick.** Continuous study of people under an executive is a "must" for getting things done through people. Their motives and attitudes are the main tools the executive uses, and they can be determined only through study.

Go beyond the office for background. Motives and attitudes are heavily conditioned by personal history and home life. Thus, by tactfully drawing out subordinates, you can obtain invaluable information.

- **Be a good listener.** The executive who knows his or her employees — their worries, personalities, touchy points and pet prides — knows what motives stir them. The best, fastest way to know them is to encourage them to talk, to draw them out, to ask questions. A good listener does this best; a teller encourages them only to be silent.

Never dominate a conversation or a meeting — unless for a good reason. If both you and one of your employees start to say something at the same time, always let the employee speak first.

An objection to the idea of being a good listener: It takes time to draw people out. Answer: It takes time to plan, too. *Both are essential to the executive job.*

- **Criticize or reprove constructively.** Get all the facts. Review them and win agreement on them. Then suggest a constructive course for future action. When you criticize, be sure it's the method, not the motive, that is questioned. If you can precede the criticism by a bit of praise, so much the better. But some executives do this so regularly that their employees get wise and the compliment loses its value.

- **Criticize or reprove in private.** Obvious? Perhaps. But his fundamental rule is broken every day in hundreds of organizations. Reprimands in the presence of others cause shame, humiliation and resentment instead of a desire to do better next time. And to criticize a subordinate while people from his or her department are present undermines the employee's authority as well as his or her morale.

- **Praise in public.** Most people thrive on judicious praise — and praise that others can hear has multiple impact. It raises the morale, standing and self-confidence of any employee. But be sure that the person who is praised is the one who deserves it, and that other people who are involved get recognition, too.

- **Give credit where it is due.** Taking credit that really belongs to one of your employees destroys his or her initiative and willingness to take responsibility. Giving employees proper recognition for what they do has a double kick: They get credit for doing the job; the executive gets credit for building an able staff.

- **Avoid domination or "forcefulness."** Anything of this kind breeds "yes men." A dominant executive and subordinates with initiative just don't get along. If the chief insists on running everything, the best employees will get out, and the rest will let the manager do their work.

- **Use every opportunity to build up in subordinates a sense of the importance of their work.**

People like to think their jobs are important. Many of us like to feel that we not only have an important job, but are essential in it, before we start clicking.

- **Give your employees goals, a sense of direction, something to strive for and achieve.**

They need to know where they're going, what they're doing, and why they're doing it in order to plan their course intelligently and work efficiently.

- **Let your people know where they stand.** The day of "treat 'em rough and tell 'em nothing" has passed. A system calling for periodical ratings on people is a step in the right direction, but only if ratings are discussed with them so they can bolster weak points and clear up misunderstandings. ■

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positive manner by pointing out the dangers of poor performance rather than the punishment which could be handed out for it. Some people feel that criticism and blame are the same. You might take part of the blame for something yourself and thereby have an employee recognize his or her fault more readily.

Respect a person's ego. All people feel they are important in some way. Find ways to compliment people by looking for the things they do best and mentioning those things to them. Always recognize unusual performance. Learn what will best motivate an individual but remember that people are different in this respect. Stress enthusiasm, optimism and the positive viewpoint when expressing yourself and when asking for help.

It is difficult to change someone's opinion; force will seldom do it. Never act superior. Find a way to get agreement without the other person losing face. Emphasize points where you both agree and admit that you could be wrong in your opinions.

Do a lot of listening. Encourage people to talk by asking questions. Let people express themselves. People are more willing to accept a decision if they know that their opinions have been considered.

Tell your people as much as possible about problems and what is being done to solve them. Kill rumors as soon as you can with facts. If you don't have an answer to a question, admit it, and offer to find out. The best way to get people to give you their help is for you to help them.

One of the surest ways to success as a manager is to be able to get along with people. Although there are no secrets to this skill, it does take self-control, constant attention and practice. If you do a good job of recognizing accomplishment with praise, being tactful when criticizing, keeping up by communicating and listening a lot, you're bound to get along with people. ■

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## COMMUNICATION BARRIERS

Continued from page 10

There will be interpretation necessary. As discussion proceeds and information is exchanged, stop the process by asking clarifying questions. If you are on the receiving end, you may wish to stop the individual providing information to ensure you know what is being said and can say it in your own words. If you are the presenter, it is helpful to stop along the way again. This time ask those on the receiving end if they understand what you are saying. Above all, avoid the nod of the head which may signify understanding, but hide confusion. Clarifying questions stop the communication process so that interpretation and understanding can take place.

*Be an active listener.*  
This is an art. Train yourself to cut out mental distractions and focus solely on the information being presented. Be sure you are attentive to what individuals are saying verbally and communicating through other means. Work hard at forcing other individuals to communicate clearly by pointing out that you have been listening very well. Listen to yourself so that you don't think one message has been received while another one has actually been received.

### How to Start

Take the two systems and pick one point in each that can be initiated with the least difficulty. At this time, post a reminder list in a place where you will see it constantly. After you have successfully initiated one part of each system, move on to the next level of difficulty. Move slowly, because you are adopting new habits. And they are the easiest ones to break. You will find that these limited additions to your daily managerial activities will produce great results and make communication a more effective part of your skill bank. ■

"Overcoming Communication Barriers" by Charles Kozoll. Reprinted from Nov/Dec issues of *Manage*, the official publication of The National Management Association.

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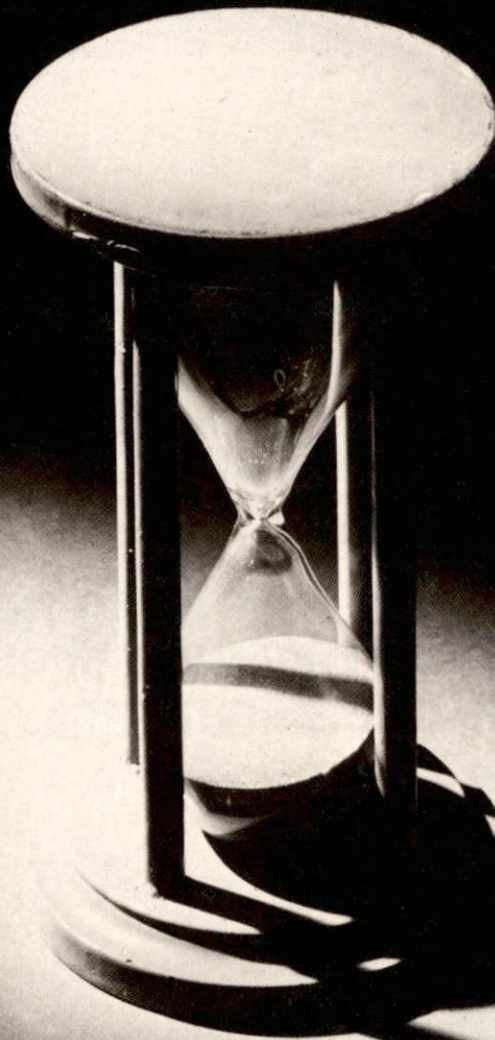
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Plan your work day before it starts — the key to successful management is organization

# Give Yourself Time to Succeed

by James McMahon



**E**very manager is allotted the same amount of time," says one top executive. "Your effectiveness depends on your skill in making best use of this limited resource."

But managing your time isn't easy. If you're like most of today's managers, more problems than ever are landing on your desk. You attend more meetings, answer more phone calls, cope with more emergencies.

"I'm just too busy to organize my time," complains one overworked production engineer.

How can you escape this time trap so you won't spend your work day putting out fires, liv-



your life according to other people's priorities and wearing yourself out — while your subordinates run out of work? Many managers have found the following time management techniques helpful:

*Limit your activities to management functions.*

"Managers should manage" is old advice. Yet many managers still confuse activity with management. Paperwork, phone calls, meetings all fill up a manager's day. But do these activities contribute to the effective management of the enterprise?

As a manager, are you doing work that others could do better? Do you intervene unnecessarily in the work of subordinates? Are you spending too much of your time on the wrong tasks?

"Sure, the new manager's the busiest man in the company," agrees an accounting officer. "But while he's setting up his favorite computer program, who is managing the department?"

A recently promoted maintenance engineer complains about his predecessor: "If he'd only stay out of my hair. How do you tell your boss to let go of his old job?"

According to one management analyst: "If the head of an organization spends two hours a day on management functions only, he contributes much more toward the success of the company than if he spends 10 hours a day on non-managerial activities."

As a first step toward time management, think through your job. Decide what activities you, in your unique position of manager, can best perform. Reserve these for

yourself. Eliminate or delegate other tasks.

- *Delegate.*

"If you want a job done right — don't do it yourself. You haven't time. You're too busy managing," one management consultant advises.

By delegating nonmanagerial activities, you expand the time available to you as a manager. At the same time you tap the creative energy in your organization and develop the full potential of your staff. Effective delegation also can

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## Are you spending too much of your time on the wrong tasks?

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generate enthusiasm among workers at all levels. One middle manager says: "I like working for this organization. The managers know how to delegate. They give you a job to do, and as long as you get results you can do it your own way. That makes you feel like a member of the team."

### Don't Interfere

Some successful managers delegate as much as 90% of all decision-making to lower levels of their organization.

Trust subordinates to do the job. Don't waste your time and theirs by demanding reports explaining and justifying everything they do. It's part of your job as a manager — and as a leader — to develop the capabilities of your employees and to make sure their efforts are directed toward company goals. Don't interfere in day-to-day operations. Mea-

sure performance by examining the results employees produce rather than by constantly monitoring their actions.

Teach your subordinates to accept delegation. If you're not on guard, delegated tasks will find their way back to your desk, accompanied by a list of questions — or a suggestion that another subordinate is better equipped to finish the assignment.

Insist that the person to whom you delegated the work sees the job through to completion. The person may come to you for additional information or advice but when the individual leaves your office, be sure the job goes with him or her.

"I don't want to see problems. I want to see solutions," says one successful manager.

- *Plan your day.*

To manage time effectively, you need to plan each day. Ask yourself: "What are the four or five most important management jobs I should be working on? What is their order of importance?" After you've made these decisions, then you can tackle one job at a time. You'll know you're applying your management skill to those tasks that bring the greatest return.

Some managers keep a list of "things to do" on their desk, ranking duties in order of importance and making revisions as conditions change. You'll find it saves time to group related jobs — especially when the problems require discussion with the same people or review of similar information.

### Coping With Emergencies

With the most careful planning, there are days when everything seems to break loose. Unexpected



emergencies arise. New problems develop. Your boss gives you a rush job to get out by noon tomorrow. You have no choice but to work on all of these things at once. Right?

Wrong. This is a time when planning is essential. You can save time by taking time to decide what tasks, or portions of tasks, you can delegate to others. Get people started on these projects with clear instructions, a deadline and a request to keep you informed of progress. They'll be doing *their* work at the same time you're doing yours, helping you get out from under this surge in the workload.

Take a few moments to make a priority list of the items of work you can't delegate. Then concentrate on one task at a time. You'll find you can get the work done in a fraction of the time it would take if you tried to do everything at once.

For items of work requiring attention at specific future dates, keep a tickler file, with action dates. With such a file, a reminder will reach your desk shortly before action is required. You can then

work these items into your current priority list.

- *Concentrate.*

You use your time most efficiently when you stay with a job until it's finished.

Set a time limit for each task you undertake. You might even make a game of trying to complete the project by that deadline. All of us find it easy to defer tasks indefinitely if we have no incentive for their early completion. There's satisfaction in crossing a completed item off your priority list, especially if

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### Stay in charge — say "no" to low-priority demands on your time.

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it has been completed within your time limit.

Concentrating on an uninteresting job can be made easier by trying a novel approach to the task. Can you use a more interesting method? Can you devise a way of doing it in less time than usual? Get that boring job done. If you don't, it will haunt you until it's finished.

So *no* to low-priority demands that interfere with the completion of high-priority tasks. Stay in charge of your time.

- *Be decisive.*

Nothing saves more time than decisiveness. And nothing wastes more time than requests for additional studies, more reports and more meetings long after the point where a judgment should be made and the matter settled.

Managers don't have time to be perfectionists. We're all familiar with the supervisor who *must* find something wrong with a letter or report. Back it comes for revision and retyping. Whatever this may do for the supervisor, it's the cause of delay, frustration and wasted time for subordinates.

#### Thinking Fast

A quick decision that's less than perfect may be better for the enterprise than a perfect decision made after an opportunity has passed.

"Fortunate is that executive," says one consultant, "who knows when he or she has enough information to make a sound decision and who has developed the habit of

making such decisions and getting on to other matters."

In making decisions, aim for long-term solutions. It saves time in the long run. A short-term solution to a problem may be necessary to keep the ball rolling. But don't stop there. After the quick fix, consider ways to prevent similar problems in the future.

- *Spend time motivating.*

Of all the resources available to you — time, personnel, money, materials, equipment — the one with the most potential is your staff. Anything you do to improve the way the people of your organization relate to each other and to you is a unique time-expanding activity. By managing your time, you'll have more time to spend in this all-important and often neglected management activity.

Get out among your people. Face-to-face communication between a manager and his or her subordinates saves time by eliminating paperwork. Through discussion, you can develop innovative ideas and solutions that wouldn't surface in an exchange of written correspondence. An added plus is the satisfaction your employees gain from the feeling that their participation is desired and valued highly. The greatest time-saver in any organization is a stimulated work group.

- *Reserve time for creativity.*

Your efficient management of time will leave room for creativity. Without time management it's easy to neglect the creative aspects of your leadership role. Set aside a quiet period each day when you can relax. Slip away to an empty office. Bring a notebook — nothing else. Lean back in your chair and take a broad view of your life as a manager. Time spent thinking quietly about whatever comes to mind is revitalizing. It keeps you and your organization moving in the right direction.

Take time to review your philosophy of management. Take time for self-renewal. Take time to manage your time. ■

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*James McMahon is a retired highway engineer who now writes for organizational and technical magazines. He lives in Sacramento, California.*

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Creative managers ask a lot of questions, constantly looking for new — and better — ways to accomplish their goals.

# Creative Management: Leading with an Open Mind

by John R. Van de Water

A group of college students — all working toward graduate degrees in management — were questioning the president of a major corporation. One student asked: "You came to this company out of engineering school as an unknown person. How did you become president at the age of 39?"

The president responded without hesitating: "I asked questions. By my very nature, I can't help asking 'Why.' Even when first working on the drafting board, if a certain form had to be filled out or a particular report was required, I'd ask, 'Why? What is it used for? Can it be done more easily or more cheaply? Can it be used in combination with anything else that's required so a larger job can be accomplished without overlapping work?'"

Why? Why? *Why?*

And also: "*Why not?*" Suppose someone tells you a certain thing "can't be done." Or you present an innovative idea and your work associates respond with comments such as: "We've been doing that job the same way for 20 years! What's wrong with you?"

Many good — and even some great — ideas are never used because people are afraid of change and therefore don't approach their jobs creatively.

This example of the creative approach is described by a steel plant superintendent: "A young man only three months with our company and new to our business walked up to me and said, 'Sir, I don't want to seem presumptuous — but it seems to me that we could alter the present flow from the Bessemer Hearth to extruded steel and get the job done more



efficiently.' I asked him how, and he explained his idea for a change in work flow. I said, 'I'm grateful that you're looking for a better way, young man — but we thought of that idea several years ago; and you see, there's a wall in the way.' The young man responded: 'Sir, why can't you take that wall out?' So we did!"

How easy it is to get locked in by the "tried and true," or by experience, or by a prejudice, or by a false assumption, or by "an expert opinion."

We should be very cautious about using such words such as "always," "never" and "impossible." It is such thinking that caused the head of the United States Patent Office to quit his job many decades ago on the grounds that "Everything worth being invented has been invented!"

### Creative Thought Processes

Now, let's examine the various methods of creative breakthrough.

First, there is *discovery*, which is something wholly new to its finder. Often, the discovery is accidental. For example, Christopher Columbus was not looking for what is now known as the American continent when he landed at that location — and the same may have been true of Leif Ericsson before him.

What about *innovation*? This may be called "the development of a new use for something old." Cyrus McCormick's reaper, for example, represented a new way of using the principles this inventor observed as he studied the way his barber cut his hair.

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## Be cautious about using words such as "always" and "never."

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*Synthesis* is the process of putting together two or more old ideas or combining new and old ideas for a new purpose. This occurs for example, whenever you combine several different business forms to get several jobs done as a single event.

A *mutation* may occur when you "rearrange existing elements" — as when powdered metal changes shape under enormous heat and pressure.

All of these processes of the mind have a lot to do with the questions we should all ask ourselves and others frequently as we perform our jobs: "Why?" — and "Why not?"

The heart of what we are discussing is intelligent, open-minded and open-hearted creativity. As S.J. Parnes stated in his study of "The Literature of Creativity," creative behavior is "the production and use of ideas that are both new and valuable to the creator."

### Programmed Responses

There are multiple sources of our potential creativity. One of them that we have begun to touch upon is found in our thinking processes. We are told that we have the capacity to store more than three trillion bits of information on our memory tracks — more than 10,000 times the storage capacity of the finest second generation computer developed by man.

Like computers, people have programmed responses that enable them to react to stimuli at the subconscious level of the mind. Consider this

example. After being named the most valuable player in baseball's World Series, Brooks Robinson — who won the Golden Glove as a third baseman year after year — was asked how he accomplished his phenomenal reaction speed. Here's an expanded version of his response: "The ball comes across home plate at 96 miles an hour. There's a crack of the bat. The 200 million rods and cones of my eyes transmit the visual image of the ball coming toward me to my brain. A short time later the tympanum in my ears passes along its own response to the sound waves emitted by the crack of the bat. I tense. I crouch. I lean. I take a deep breath. I lunge upward and sideways. As I'm parallel to the ground, my fingers tighten in the glove at the right ten-thousandth of a second. I come back to the ground with the ball in my glove. Then, for the first time, I'm aware of what has happened at the conscious level of my mind."

That's programming! And, of course, we are all programmed — and necessarily so. Items stored in the memory for use at the conscious level are enormously helpful. Wouldn't it be a chore to have to calculate an answer each time we need to know what  $9 \times 9$ , or  $7 \times 8$  happens to be?

Much of what we do takes place at the subconscious level, and this may under the right conditions help us free the creative processes of our minds. For instance, you can do many mundane tasks such as shaving or washing dishes at a subconscious level. As you work automatically, your mind is free to think creatively about other people, technical problems, work priorities or any other concerns you may have.

### Time for Creativity

More and more people are intentionally setting aside regular, undisturbed times for creative thinking. An early-morning hour may be especially valuable if you tend to think most clearly just after a good night's sleep.

Some prefer a late-evening block of time, when there is no subconscious urging to call another person, or an expectation of a possible interruption.

As we consciously and effectively use our minds for creative thinking, they become more competent just as muscles develop through exercise.

You can develop your power of thought through practice.

Keep a pencil and pad of paper on your nightstand and write down any thoughts that suddenly spring forth, mature, as you awaken.

No stone of legitimate growth experience should be left unturned as we intuitively and rationally seek fulfillment of our individual potentials, answers to growing social, economic and political dilemmas, and the fulfillment of the most positive hopes for a world in dramatic transition. The full development of our creative powers has never been more needed than it is today. ■

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Dr. John R. Van de Water is a Los Angeles management consultant. Information on Dr. Van de Water's Cassette and Workbook Programs on Professional Management and Industrial Relations can be obtained from 7914 Jason Avenue, Canoga Park, California 91304.

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# New Clubs

## 298-1 VAROLA Challengers

Los Angeles, CA — Wed., 11:45 a.m., The Federal Bldg., 11000 Wilshire Blvd. Sponsored by Westchester 869-1.

## 240-2 PRO MASTER

Seattle, WA — Wed., 11:30 a.m., AFPRO/Boeing, Plant II, Bldg. 2.25 (364-0140). Sponsored by Sweptwing 52-2.

## 3931-3 Swift Trail

Safford, AZ — Fri., 6:30 p.m., Federal Prison Camp (428-6600). Sponsored by Safford 3020-3.

## 3933-5 Matchless Speakers

San Diego, CA — Wed., 6 p.m., Carrows Restaurant, 2323 Midway-Dr. (286-9961). Sponsored by Single Speakers 593-5.

## 3936-5 USS CHICAGO-CRUISERS

San Diego, CA — Sun., 6:30 p.m., On Board The United States Ship Chicago, FPO San Francisco. Sponsored by Fireside 851-5.

## 3932-6 St. Paul Feds

St. Paul, MN — Thurs., 11:30 a.m., Federal Bldg., 316 N. Robert St. (725-7679). Sponsored by First St. Paul 167-6.

## 3937-6 Eastwind

St. Paul, MN — Wed., 7:30 a.m., Howard Johnson's, 6003 Hudson Rd. (699-7545). Sponsored by Stillwater 2377-6.

## 2878-8 Metro-East

East St. Louis, MO — Sat., 9 a.m., G.G.'s Restaurant, 3406 St. Clair Ave. (271-0721). Sponsored by WKG 3438-8.

## 3339-9 Simcoe

Goldendale, WA — Tues., 6 a.m., Evergreen Cafe, Columbus and Main (773-4724).

## 3927-9 Crab Creek

Harrington, WA — Mon., 7 a.m., Challenger Cafe (253-4423). Sponsored by Ritzville 3555-9.

## 1176-10 Touche Ross-Cleveland

Cleveland, OH — Mon., 4:30 p.m., Touche Ross & Co., 800 Ohio Savings Plaza (771-3525). Sponsored by Medina 941-10.

## 2259-11 Beacon

Indianapolis, IN — Thurs., 4 p.m., Methodist Hospital, Wile Hall, 1604 N. Capitol Ave. (927-3556). Sponsored by Murat Shrine 1211-11.

## 2304-14 Revenooers

Chamblee, GA — Thurs., 4:15 p.m., Atlanta Service Center, 4800 Buford Hwy. (455-2804). Sponsored by ATSC 2078-14.

## 3505 Rise and Shine

Idaho Falls, ID — Mon., 6:30 a.m., Little Tree Inn, 888 N. Holmes Ave. (524-2800).

## 20161-16 Mid-America

Midwest City, OK — Mon., noon, Rose Restaurant, 7550 SE 15th St. (733-2717). Sponsored by Mid-Del 2257-16.

## 2341-16 AmAir Toasters

Tulsa, OK — Wed., noon, American Airlines, Inc., 3800 N. Mingo Rd. (832-3177). Sponsored by Gilcrease 1384-16.

## 3938-16 Sapulpa

Sapulpa, OK — Tues., 6 p.m., Little Gem Restaurant, 421 E. Dewey (224-6426 or

224-1417). Sponsored by Tulsa 148-16.

## 632-36 Tip Top

Silver Spring, MD — Tues., 11:45 a.m., Gramax Bldg., 15th Fl., Conference Rm., 8060 13th St. (427-7781). Sponsored by Science Center 2133-36.

## 3941-36 BMD

Silver Spring, MD — Tues., noon, Silver Spring Plaza, 8757 Georgia Ave., Rm. 425 (427-7230). Sponsored by Greater Olney 1999-36.

## 661-37 Brick Capital

Sanford, NC — Tues., 6:30 p.m., Western Steer Family Steakhouse, U.S. 1 & Hwy. 421 (776-4244). Sponsored by Gold Mine 241-37.

## 3247-38 Radnor Speakeasy

Radnor, PA — Thurs., 5 p.m., Burroughs Corp., 240 Radnor-Chester Rd. (648-2751). Sponsored by Busy BS 2774-38.

## 3330-38 Papermakers

Philadelphia, PA — Thurs., Scott Paper Co., Scott Plaza (521-5000). Sponsored by Independence 1907-38.

## 3943-39 Pacific

Stockton, CA — Thurs., 7:30 p.m., Carnation Restaurant, March Lane at Pershing Ave. (465-2403).

## 870-40 Tri-County

Cincinnati, OH — Wed., 5:30 p.m., PED Co., Conference Rm. 65, Chester Towers (522-6488 or 782-4659).

## 1171-42 Transport

Calgary, Alta., Can — Tues., 7:30 p.m., Canadian Freightways Ltd., Staff Lounge, 4041B 6th St., SE (285-8942 or 279-9441).

## 2841-42 Fortress

Fort Saskatchewan, Alta., Can — Mon., 7:30 p.m., Ft. Saskatchewan Legion, 9964 93rd Ave. (998-2367 or 998-6301). Sponsored by Bowmen 2161-42.

## 3826-42 Sundowners

Spruce Grove, Alta., Can — Mon., 7:30 p.m., Spruce Grove Surplex, 501 McLeod Ave. (962-4735). Sponsored by Kingsway 3484-42.

## 2224-45 Royal

Sussex, N.B., Can — Tues., 7:30 p.m., St. Paul's United Church, Main St. (433-4296). Sponsored by Saint John 1479-45.

## 1845-46 Raritan River

Piscataway, NJ — Thurs., 5:15 p.m., AT & T Co., 444 Hoes Lane (866-2233 or 699-6502).

## 3934-46 AT & T Pioneers

White Plains, NY — Wed., noon, AT & T, 400 Hamilton Ave. (320-3994). Sponsored by Readers Digest 3605-46.

## 187-47 Friendly First

Ft. Lauderdale, FL — Thurs., 7:30 a.m., First Federal of Broward, 301 E. Las Olas Blvd. (763-1121). Sponsored by Great Ft. Lauderdale 2004-47.

## 556-48 Rust

Birmingham, AL — Mon., 1 p.m., Rust Engineering Co., 1130 S. 22nd St. (254-4951). Sponsored by Birmingham 512-48 and OCAS District 2079-48.

## 2811-48 Southern Talkers

Birmingham, AL — Wed., 5:15 p.m., Southern Co. Services, Inc., 800 Shades Creek Prkwy. (877-7367). Sponsored by Oxmoor 1343-48.

## 3940-53 Valley-Shore

Centerbrook, CT — Mon., 7:30 p.m., Community Banking Co., Main St. (388-9210 or 388-3706).

## 143-57 Tuesday Noon

Concord, CA — Tues., 12:05 p.m., Contra Costa County Water District, 1331 Concord (682-5950 ext. 270).

## 677-57 Berkeley Board of Realtors

Berkeley, CA — Fri., 7:30 p.m., Berkeley Board of Realtors Bldg., 1553 Grove St. (527-6365).

## 3935-60 Tower

Hamilton, Ont., Can — Wed., 12:05 p.m., Stelco Tower, 100 King St., W. (528-2511 ext. 3645). Sponsored by Steeltown 755-60.

## 1344-62 Bronson Hospital

Kalamazoo, MI — Wed., 11:30 a.m., Bronson Methodist Hospital, 252 Lovell St. (383-6405). Sponsored by Kalamazoo 1270-62.

## 3930-63 Rivergate

Goodlettsville, TN — Sat., 8:30 a.m., Shoney's Restaurant, 914 Two Mile Pike (352-1231). Sponsored by Nashville Federal 3834-63.

## 3928-72 NGA KORERO

Wanganui, NZ — Tues., 7:30 p.m., Wanganui Central Plunket Rm., Campbell St. (Wanganui 55-239). Sponsored by Wanganui 2417-72.

## 1281-74P Moretele

Moretele, South Africa — Tues., 8 p.m., Refilwe Restaurant, Themba Shopping Centre (0020-5). Sponsored by Pretoria 2199-74P.

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Auburn Morning 329-32, Auburn, WA  
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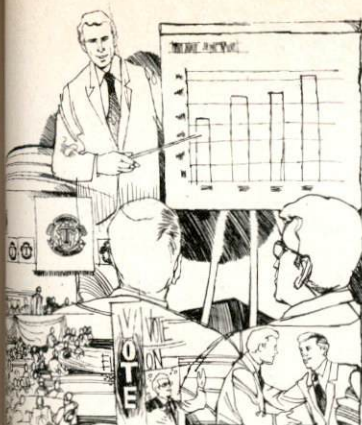
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TO WHQ  
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# Toastmasters' 48th Annual Convention August 22-25, 1979 Radisson Downtown Hotel Minneapolis, Minnesota

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Registration will be required at all general sessions on Wednesday, Thursday and Friday. Pre-register and order meal-event tickets now! ATTENDANCE AT ALL MEAL EVENTS WILL BE BY TICKET ONLY. Advance registrants will receive a claim ticket for a packet of Toastmasters materials.

Please have my advance convention registration and tickets to the following meal events waiting for me at the Convention Registration Desk. **All advance registrations must reach World Headquarters by July 13.**

- \_\_\_\_\_ Member Registrations @ \$10 ..... \$ \_\_\_\_\_
- \_\_\_\_\_ Joint Registration: Husband/Wife (Both Toastmasters) @ \$15 ..... \$ \_\_\_\_\_
- \_\_\_\_\_ Spouse/Guest Registrations @ \$3 ..... \$ \_\_\_\_\_
- \_\_\_\_\_ Youth Registrations (9 years and older) @ \$2 ..... \$ \_\_\_\_\_
- \_\_\_\_\_ Tickets: Golden Gavel Luncheon @ \$9.50 (Wednesday, noon, August 22) ..... \$ \_\_\_\_\_
- \_\_\_\_\_ Tickets: "Theater of Seasons" @ \$16.50 (Thursday, Dinner, Dancing and Program) ..... \$ \_\_\_\_\_
- \_\_\_\_\_ Tickets: President's Dinner Dance @ \$16.50 (Friday, Dinner, Dancing and Program) ..... \$ \_\_\_\_\_
- \_\_\_\_\_ Tickets: International Speech Contest Breakfast @ \$5.75 (Saturday) ..... \$ \_\_\_\_\_

Check enclosed for \$ \_\_\_\_\_ (U.S.) payable to Toastmasters International. **Cancellations reimbursement requests not accepted after July 31.**

Club No. \_\_\_\_\_ District No. \_\_\_\_\_

(PLEASE PRINT)

NAME \_\_\_\_\_  
 SPOUSE/GUEST NAME \_\_\_\_\_  
 ADDRESS \_\_\_\_\_  
 CITY \_\_\_\_\_ STATE/PROVINCE \_\_\_\_\_  
 COUNTRY \_\_\_\_\_ ZIP CODE \_\_\_\_\_

NO. CHILDREN ATTENDING \_\_\_\_\_ AGES \_\_\_\_\_

If you are an incoming district officer (other than district governor), please indicate office: \_\_\_\_\_

Mail to: Radisson Downtown Hotel, 45 South Seventh Street, Minneapolis, Minnesota 55402. (612) 333-2181. Reservation requests must reach the hotel on or prior to August 8, 1979.

- Please reserve \_\_\_\_\_ single room(s) at \$34 (one person)
- Please reserve \_\_\_\_\_ double room(s) at \$42 (two people; one bed)
- Please reserve \_\_\_\_\_ twin room(s) at \$42 (two people; two beds)
- Please reserve \_\_\_\_\_ twin/double at \$48 (two people; two double beds; \$9 each additional person)

Suites are available starting at \$90 per day. Please contact the hotel for specific information. 7% state/local sales tax will be added to all rates. All rates are European Plan (no meals included).

I will arrive approximately \_\_\_\_\_ a.m. \_\_\_\_\_ p.m. on August \_\_\_\_\_, 1979.  
 (  check enclosed to cover first night for arrival after 6 p.m.)

I will depart on August \_\_\_\_\_, 1979. Arrival by car  other

I am sharing room with \_\_\_\_\_

Room will be held only until 6 p.m. unless first night is paid in advance.

NAME \_\_\_\_\_

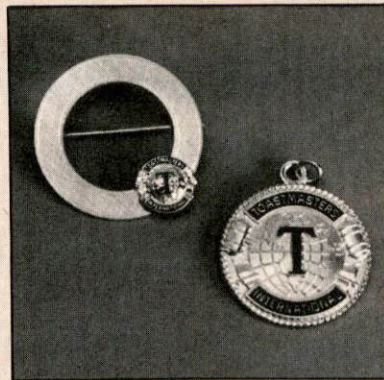
ADDRESS \_\_\_\_\_

CITY \_\_\_\_\_ STATE/PROVINCE \_\_\_\_\_

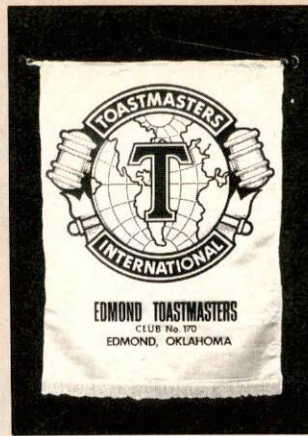
COUNTRY \_\_\_\_\_ ZIP CODE \_\_\_\_\_

**Toastmasters International Convention, August 22-25, Minneapolis, Minnesota.**





5701, 5703



234



5923-5938



5753, 5754



5800, 5939



5801, 5802

# Let Everyone Know You're Proud to be a Toastmaster

Involvement in Toastmasters is such a rewarding experience that most of us can't help but talk about it. But words don't tell the whole story. You can also show your pride by wearing a symbol of the organization's greatness. Your special Toastmasters memento can be ordered by catalog from World Headquarters.

## A Proud Banner

Every club needs a banner to be easily identified at club meetings and at area, district, regional — and even International — conferences. This sleek club symbol comes in gold satin with a blue Toastmasters emblem and matching club identification lettering.

**234 3' x 4' \$30**

## For Women Only

Women today are making great strides in Toastmasters — they deserve to wear these attractive membership brooches (5701) and pendants (5703). The ladies membership brooch is gold-plated with a beautiful florentine finish.

The pendant is finished in gold antique with a polished back for engraving.

**5701 \$5**

**5703 \$10**

## Membership Emblems

These handsome, gold-plated pins are a must for those Toastmasters who want others to know they are proud of their membership. Comes in two sizes: miniature (5751) and large (5753). Discounts offered for orders of 12 or more.

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

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

## Pins for High Achievers

These beautiful Balclad gold pins provide added recognition for those who have distinguished themselves by earning their DTM (5800) or ATM (5939).

**5800 \$6**

**5939 \$6**

## Officer's Pin

The club president's pin is a must for every Toastmaster elected to this coveted office. The perfect gift to present to an incoming president, it is available in Balclad gold (5801) and in 1/10

10K gold with two zircons (5802).

**5801 \$6**

**5802 \$9**

## Rewards for Longevity

Every Toastmaster with three or more years service to the organization should receive special recognition for his or her contributions. These anniversary tags are perfect for honoring longstanding membership. They can be attached to most lapels and they come with certificates that provide additional recognition. They are available for 3, 5, 10, 15, 20, 25 and 30 year anniversaries.

**5923-5938 \$2 for each tag and certificate**

See the 1978 Supply Catalog for more samples of official pins and items of jewelry. When ordering, add postage and handling charges as follows: Pins: 1-12, 30 cents; 13-24, 60 cents; more than 24, 80 cents. Brooches and other jewelry: Add 30 cents each. Club banners: Add 20%. California residents add 6% sales tax. Prices are subject to change without notice. Send your order with your club and district number to: Toastmasters International, 2200 Grand Ave., P.O. Box 10400, Santa Ana, CA 92711.