

The Toastmaster

NOVEMBER 1982



WHO ARE YOU?



How Has Toastmasters Helped You?

Shortly before the International Convention last August, I was surprised by a telephone call from a long-time Toastmaster friend from whom I hadn't heard since he moved from Maryland to Tennessee in 1974. It was a pleasant call, for we talked about how we had worked, learned and grown together through the Toastmasters program in District 36. Bill had served as an area governor on my district team. I still remember his enthusiasm, dedication and commitment to the district and to self-improvement.

Bill had just returned from an overseas business trip and wanted information concerning the convention, which was to open in Philadelphia in one week. In our visiting and reminiscing about old times, Bill remarked that he owed much of his success in business to the skills he developed through Toastmasters training.

As I reflect now on Bill's remark, which I have heard voiced many times by other members, I recall my early experience in Toastmasters.

The seeds for Toastmasters were planted in me in 1967, when I took a new job within the agency where I worked. My story is one that is familiar to many Toastmasters: When I accepted the job I was unaware

that it involved speaking before groups. A few weeks into the job I was called upon to make a presentation to 100 people. The experience clearly showed me I was not up to the task. I had two choices: find a new job or prepare to speak to groups.

I immediately enrolled in commercial speech training programs for a few weeks, but I still did not acquire the confidence or skill needed for the new job. Then in April 1968 I joined Toastmasters. Like my friend Bill, I can say without hesitation that joining was one of my best decisions — one that was to have a tremendous impact on my life.

Those assignments in the basic manual weren't easy. I can still remember the agony of sitting in the club meetings awaiting my turn to speak and dreading the possibility of being called upon for table topics. Those early speeches have long been forgotten, but the experience has not. Like most of you, I worked hard on those speeches. With sweaty palms I gave each one at least twice, because I joined two clubs in order to get the exposure I needed so desperately.

For many years I was rarely satisfied with my presentation. However, I learned in those early years. I learned about audiences and how to select a topic for an audience. I learned about speechwriting and delivery. I learned that problems frequently occur when you're a speaker, and you must anticipate them. But, most importantly, I learned a lot about myself... my strengths and weaknesses. I learned how to use the strengths to advantage, and I'm still working on the weaknesses.

Like my friend Bill, Toastmasters training has helped me develop skills that are vital to effective communication, and it has helped me gain the confidence I was seeking when I joined my first Toastmasters club. In the final analysis my Toastmasters experience has helped me to grow and improve, and it has opened new and challenging possibilities and opportunities for a fuller life. How has Toastmasters helped you?

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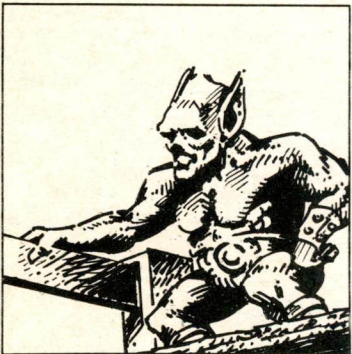
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COVER

Who are you? That's probably a tough question to answer since your thoughts, feelings, emotions and capabilities often change from day to day. But today a strong sense of self is important to meet the demands of high-pressure careers and hectic family lives. So how do you discover who you really are? This special issue of The Toastmaster will help. Through it you'll learn how to identify your strengths and weaknesses, and plan goals. You'll unearth and grow to understand your feelings and emotions, and realize hidden abilities. Once you discover who you really are, you'll be able to meet your world head-on — and control it.

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The 50-50 Approach

Whoa! Nate Parries, writing in the August issue, declared, "Content is the most important element of a speech." I don't know where he ever got that idea. I know professional speakers and teachers who see it differently.

First, the best content delivered poorly is lost. Senator S.I. Hayakawa said recently, "In this age of television, image is more important than content." Also, the late Marshall McLuhan of Canada stated an idea that was heard around the world: "The medium is the message." And on the "Today" show he explained what he meant: "The real message is the massage of the other person's eyes and ears — what they see, how you sound, the delivery."

Further, Dr. Mehrabian, writing in Psychology Today magazine, stated that 92 percent of another person's impression of you when he or she meets you is gained from how you look and how you sound — 55 percent from facial expressions and appearance, and 37 percent from tone of voice. Mehrabian attributes only eight percent to the substance, the content, the message.

Parries' ideas are confusing. He wrote, "I allot 50 points for content (in evaluating a speech). I allow 30 points for delivery. I allot 20 points for language."

Since language is content, Parries allows 70 points for content and only 30 points for delivery of a speech, the opposite of what the authorities I know believe. The silver-tongued orator in the history of America, William Jennings Bryan, offered the Siamese twins theory for content and delivery in five words when asked the question "What is eloquence?" He answered, "Eloquence is thought on fire!"

As a professional speaker and teacher of public speaking to professionals, I find it necessary to be 100 percent prepared and rehearsed on content as well as 100 percent rehearsed on delivery to succeed. Call it a 50-50 approach. It means equal emphasis on content and delivery, as excellence in both is needed to influence an audience today.

Hitler and some other world leaders spoke lies, but their fiery delivery persuaded their legions of listeners. Winston Churchill worked on his delivery first, using pebbles in his mouth just as Demosthenes did centuries before. Then Churchill spent hours preparing the content of speeches, the best word, the best phrase.

It is contrary to popular thought and

practice to say that content is more important than delivery. I suggest a 50-50 balance for evaluation of a speech: 50 percent for content, 50 percent for delivery.

*Robert L. Montgomery, Ph.D.
Burnsville, Minnesota*

A Fitting Name For Philadelphia

"The City of Brotherly Love" was never so aptly named as when 1500 Toastmasters rolled into town. Among them was a new Toastmaster — me. However, new or not, I do not remember any other five days in my life in which I received so many handshakes and hugs or was greeted by so many smiles.

Past President Hamilton, President Miller, Terry McCann and all of the wonderful Toastmasters' staff did a great job in Philly. But it was Jim, Janice, Shirley, Barbara, John, Linda, Lou and Jean that made it a great convention for me. It was the Australians, the New Zealanders, the Canadians from British Columbia, Manitoba, Ontario and Quebec, the delegates from England, East Africa, South Africa and the special people from every state in this country that made this a tremendous growth experience for this new kid on the block.

A year ago Pat Panfile said, "Bill, you have to go to the International Convention." But even with his great communication skills, he could not describe to me what I have come to know an International Convention really is. I told Pat as we left the hotel that I had never quite understood the biblical phrase "My cup runneth over" until now, for today my cup of growth, caring and — most of all — love, does run over. I shall sip from it for the next year until I can be immersed in the presence of these great people again.

*Bill Hodges
Fairborn, Ohio*

Wow! The conference in Philadelphia was great! It would be difficult to commend any single event or activity without slighting other events and activities.

However, one portion of the convention still brings goose bumps to me when I think about the details... the slide show synchronized to music that followed the finals of the International Speech Contest.

The actual events and people pictured were familiar to most people, the timing in connection with the music was drama-

tic, the flashback brevity of each picture was dynamic, the time sequences were familiar and consistent with the convention events, and the time, work and effort your staff expended on behalf of all Toastmasters were evident.

*Ellis Hirst, DTM
District 39 Governor
Sacramento, California*

An Accurate Portrayal

I cannot believe that *The Toastmaster* magazine would publish an article as negative as the one written by Mr. Jack Lewis (August issue).

Congratulations, Mr. Lewis, that was the first truly accurate article I have ever seen in print. These are some of the very reasons for the lack of work ethics in today's industry. Those who are sincere about doing the best they can for their company are usually laughed at. When you put forth extra effort they pat you on the back and walk away. If you really botch up the job, soon everyone knows your name. In my 20 years of working in industry, I have seen some incredible goof-offs promoted, while the true workers just shake their heads and go back to work!

*Henry Tarfman
Lawndale, California*

Business Meetings and Club Democracy

I heartily agree with William Hamilton's "Outlook" column in the July issue. Democracy, which affords everyone the opportunity to express his or her ideas, is an important ingredient in a Toastmasters club.

However, I have noticed that many Toastmasters clubs don't hold business meetings. They let important matters be decided by the president or executive council.

Two of the purposes of Toastmasters, as expressed in the club constitution, are to increase its members' knowledge of the rules of parliamentary procedure and their skills in conducting meetings, and to afford leadership training for its members.

How can these goals be achieved when no business meetings are held? And how can the members really feel their ideas are welcome if they have no voice in the management of their own club?

*Shirley Hunter
Hollywood, California*

Motivation: A State of Mind (Yours or Someone Else's)

by Leonard Berlow, M.S.

Close your eyes. Think of a motivated person. He's probably ambitious, efficient, stimulated.

Good vision. Go on.

He's *positively* oriented.

Now, that's where your vision may be in trouble with reality because chances are that this guy is the way he is mainly because of *negative* forces.

That seems like an odd conclusion to reach about someone who's motivated. Maybe so, but that doesn't alter the fact that we act in ways which we either don't or won't understand when it comes to motivation.

Since the beginning of time people have been trying to get other people to do things for them. Their techniques to accomplish this range from reward to threat — and worse. Yet, today — and perhaps more so than at any time in history — the problem of stirring individuals to their maximum remains unsolved. As a matter of fact, people are probably less motivated and dislike their work more than ever before. One only has to look at the disinterest on the faces of employees and their acceptance of stagnation to know this is true. Attesting to the dispassionate relationship employees have for their organization are extended coffee breaks, long lunch hours, absenteeism, and even popular TGIF (Thank God It's Friday) clubs.

Actually, as every male knows, it was Eve who is to blame for this state of affairs. Had she not been so curious, paradise would be ours. But no. So Adam was condemned to make his living by the sweat of his brow (work) and only reacted naturally by finding that work was irksome, unenjoyable, something to be avoided.

Be that as it may, the fact remains that we (most of us) must work to survive. But just because an individual is superbly trained or educated and has all the tools to perform the tasks of his job, does not guarantee that he or she will effectively do what he knows. And merely getting the job done is not necessarily motivation.

The main problem with knowing motivation when you see it is that it's usually quite intangible and may only be a matter of opinion. What Joe thinks is motivation on his part ("but I thought I was doing so well") may come across as something quite different to Joe's boss ("when Joe shows some extra effort then he'll get that raise").

Motivation is a complicated mixture of such emotions as fear, ambition, dedication and appreciation. Any or all of these ingredients may or may not be present at any given moment. One worker can produce purely out of fear of losing his job, while another is self-assured, ambitious and gives no thought to losing his position.

What Joe thinks is motivation on his part may come across as something else.

But his supervisor may not discern or care to know why the job is getting done. It is, and that's the proof of his pudding.

So, the complex nature of each person demands individualized motivational techniques that do not fit into a neat pattern. What makes one worker operate smoothly may make another inefficient. Insignificant things can make significant differences in the behavior of either an individual or the group in which he or she operates. Each person has his own needs to be fulfilled in a way that best suits him.

All these factors make it difficult to find an easy formula to spark that gap between where he or she is and where he or she should be. Thus, the odds of generating motivation are stacked against those who have the responsibility for stirring other individuals to their maximum.

It's "their fault" laments management as it absolves itself of any blame for unmotivated employees (but it's these same

critics — often mentally retired themselves — who display uncanny tactical acumen as they elbow their way to the forefront to gain their share of recognition when an employee is commended for a job well done).

Negative Motivators

Fear, Insecurity and Authoritarian Tactics. Since our childhood days we have been regulated by fears. "If you don't clean your plate — no dessert." "The boogeyman's gonna getcha." "Do your homework or no car Saturday night." Then there are examinations, class standings, beauty contests, college professors who either publish or perish, and other hurdles that must be passed to earn rewards.

Think of how fear-insecurity controlled your motivation only today:

- the alarm clock got you up on time to get to work on time without speeding, going through red lights or being involved in an accident.
- showered with a soap that makes *others* comfortable that you used it.
- ate a breakfast of cereal and wheat bread because roughage might help avoid certain cancers (but smoked in spite of the warning).
- thought to yourself: I wouldn't be so mean and grumpy if my wife showed a little more love and affection toward me
- produced enough (or looked that way) at work to avoid lay-off, demotion, cut in salary — maybe even get a raise
- didn't drink beer or alcohol at lunch (someone might smell it)
- was correct and beholden to the right people — knew which could do what for you
- kept on smoking (calm nerves any time over cancer)
...and so on...but tomorrow is another day.

So, we learn to emote motivation in answer to our fears that something we want or need will be withheld or withdrawn. We become seasoned actors portraying motivation to satisfy others that

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we're doing what's expected of us. In time the act becomes so spontaneous that even the actor believes it and depends on good reviews for his future.

This insecurity-spawned motivation may work for the individual but not for the overall organization which loses whatever creativity the worker may have but does not wish to share under these circumstances.

The Esprit de Corps Syndrome. This is the high morale motivator that works well for most football and other athletic participants (great when they're winning) and also some military units (better when they're winning, too). The potential for this to move workers from passive to positive performance is unlikely although management often resorts to morale boosting techniques as a panacea to solve its workers' motivational problems which, in turn, supposedly improves performance. But, alas, happy people are not necessarily productive people. And although slogans, pep talks and brass bands are colorful, it is likely that the *esprit* gets more out of the effort than does the *espritee*.

The Competitive Reward Approach. If other methods of generating motivation don't seem to work, there's always the chance that pitting employee(s) against employee(s) might do the trick. But the truth is that in most cases performance usually deteriorates under such self-imposed kinds of pressure. That happens because not all people are competitive by nature and could care less whether what they do is better or faster than anyone else ("the pay's the same no matter what I do").

What Motivates

Management seems perplexed to find that great numbers of employees are content to stay right where they are. Not everyone wants to supervise even though compensation and recognition may be increased. Some years ago a survey on job attitudes of college students found that 56 percent "did not mind being bossed around on the job."

There is widespread belief that wages are the most important motivational force, therefore employees will compete mainly on this basis. But a United States Department of Labor comprehensive survey of workers from all occupational levels disclosed that "good pay" ranked fifth of 25 aspects of work after (1) "interesting work," (2) "adequate information," and (3) "adequate authority." (However, one would have to be terribly naive not to believe that money is the activator. It may not come as cash or raises, but disguised in clever top salesmen contests, incentive prizes for outstanding production, bonuses, and other gimmicks that excite motivation.)

In government we see essentially the same ways of inducing an individual toward greater achievement. Medals and promotions keep the military hustling

while incentive cash awards and advancement spur civil service employees on.

Competition in other subtle ways is often employed to generate a sense of increased self-esteem. There's that special nameplate on the desk; better office furniture (and even a bigger and better office to go with it); wall-to-wall carpeting; that worshipped key to the executive john; fancier and more complicated telephones with all sorts of buttons; and/or, believe it or not, a real live secretary!

And last, but not least, more on retirement. Including, perhaps, a ceremony and that coveted gold watch.

An old proverb says: "All human beings are divided into three classes: those that are immovable; those that are movable; those that move." That's fine, but what this wise man should have left with us was (1) how do people get that way; (2) how do we get people to get that way?

In any case it's usually not an individual worker's solo decision to (de)activate. The influences of supervisors are critical to performance. Yet management seldom recognizes the prominence of this relationship and often prefers to see motivation as a contagious phenomenon. The fact that supervisor Smith has it (if, indeed, he does) is not a guarantee that the people who work for him will absorb it. The tendency here is for Smith to push for higher quotas or better production (look what I did). And perhaps he'll even achieve his goal. But Smith might even attain their goal by relaxing and reflecting on how he got all that motivated. If he then approaches his workers on this basis, chances are at least improved that it might just be more acceptable to his people.

But much excess time and energy is spent weaving protective cocoons around managers rather than in learning to effectively integrate them into the motivational pattern of each worker's performance. This does not mean he is obliged to know each worker's work better than the worker, only that he get to know the worker.

If there is one message that workers ask be heard, it is simply that they deserve and respond to respect for who they are and what they do. William James, the father of psychology, said, "The deepest principle in human nature is the craving to be appreciated." Surely respect is the missing link to motivation. Think for a moment of your own reaction to a call from the company vice president who wastes precious hours of your time on mere trivia and the lowly janitor who wishes to take a minute or two of your time for what to him is an important problem. You know your reaction. But which of these people could you do without more readily over an extended time?

They Cared

Years ago, some bellwether tests were made at the Hawthorn plant of Westinghouse. Researchers increased the lighting

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in one segment of the plant. Immediately, they discovered, the employees' work improved, quality went up. They then decided to see if it were possible to improve quality even more by further increasing the lighting in the test area. This proved to be true. Then someone had another idea. He reduced wattage of the lights. Strangely, quality went up again! The researchers were perplexed. They couldn't understand what was happening, for they assumed, logically, that it was the increased lighting and the ability to see better which had improved employee performance. Yet, with reduced lighting, quality still rose. One day an alert supervisor discovered why production improved regardless of the lighting: Each time the lighting was altered, the employees realized that "somebody cared about them," and they responded regardless of the specific intensity of the light.

A supervisor might kindle the spark of an employee's motivation by remembering that he or she:

1. needs to be in a job which challenges him, but which he can grow to handle;
2. needs to share in the setting of standards which match the objectives of the total effort (company, organization or group);

3. needs to know what is expected of him and have the chance to perform it;
4. needs to know how he is doing with his assignment;

5. needs assistance from his leadership to attain his growth and goals;

6. should be properly rewarded for the results which are achieved.

Clarence Francis, former chairman of the board of General Foods, summed it all up this way: "You can buy a man's time, you can buy a man's physical presence at a given place; you can even buy a measured number of skilled muscular motions per hour, per day; but you cannot buy enthusiasm. You cannot buy initiative, you cannot buy loyalty; you cannot buy devotion of hearts, minds and souls. You have to earn these things." 🗣️

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of the American Medical Writer's Association.

Repeating a Manual Speech

Q Recently an evaluator in our club told a speaker that he must redo his speech. Is an evaluator allowed to do this? Does the Toastmaster still get credit for the manual speech?

A You've brought up two questions that, unfortunately, have no simple answer because Toastmasters International has no rule or policy on this matter.

My feeling is that a Toastmaster should never be asked to repeat an assignment, and manual credit should be given for every manual speech given. This feeling stems from Toastmasters' philosophy that an evaluation should be positive. It should build self-esteem, reinforce the personal growth a member has experienced, and point out—in a positive, supportive way—methods for improvement.

When a speaker fails to deliver the type of speech specified in the manual, the evaluator should merely encourage the speaker to read the assignments more carefully in preparing future speeches instead of harshly criticizing the speaker or requiring the speaker to repeat the assignment. Toastmasters is not a pass-fail program. We don't give or receive grades. Our purpose is to help people grow by helping them reach the self-development goals they set when they join their Toastmasters club.

Overly harsh evaluations or requiring a manual assignment be repeated is counterproductive to the purpose of our organization. After all, we're dealing with an activity—public speaking—that frightens most people. It takes a certain amount of courage and conviction just to embark on a self-improvement program in this area. We don't want to erode people's commitment. We want to concentrate on making people feel good about themselves.

This response was provided by Tom Dell, manager of education at World Headquarters.

Using Lecterns and Podiums Effectively

Q What is the difference between a lectern and a podium? How can a speaker use both effectively?

A The two terms are probably the most misused words in the vocabularies of public speakers and the general public.

In public speaking, a podium is the dais

or platform which is used to elevate the speaker so that the audience may see him or her more easily. A lectern is a reading desk that surmounts the podium—similar to a church pulpit. (In some churches both a pulpit and lectern are provided, usually mounted on opposite ends of the podium.) The lectern is designed to hold a speaker's notes; if he or she has no notes, standing behind the lectern is unnecessary. The speaker is free to move about the podium.

The speaker who does have notes, however, should be wary of his or her use of the lectern. Too often speakers grasp the lectern firmly with both hands, as if afraid the lectern may try to escape. This inhibits gestures and often causes the speaker to hunch his or her shoulders and thrust his head forward and down—not a pleasant sight for the audience, and not at all conducive to eye contact.

To avoid this stance, a speaker should stand one-half pace behind the lectern. This makes clutching the lectern awkward and practically forces the speaker to look at the audience, not the notes on the lectern. And a speaker who has eye contact with the audience attracts and keeps its attention!

This response was provided by Dr. William S. Tacey, a professor emeritus of speech and education. The author of Business and Professional Speaking, Dr. Tacey is a communication consultant to industry, a lecturer and professional parliamentarian.

Tips For Selling People on Toastmasters

Q Our club is starting a membership drive. Would you give us some advice on selling our organization to prospective members?

A The best way to sell Toastmasters is to make sure the prospect knows what Toastmasters can do for him or her. You can do this by emphasizing a few key points in your oral presentation to the prospect.

- **Skill development.** The Toastmasters program helps men and women acquire the communication and leadership skills they need to get ahead in today's world. It provides the necessary guidance, framework and environment to help members achieve their potential.

- **Flexible training.** Unlike many other

speech-training organizations, the Toastmasters program is flexible. Members proceed at their own pace. The club can work around vacation or business travels that may prohibit a member from regular attendance. Members are also welcome to visit other Toastmasters clubs around the world, and they can transfer membership without any loss of credit.

- **Expertise.** Toastmasters provides the opportunities to see and hear top speakers and management experts offer advice on effective speaking and leadership through district, regional and international conferences. Toastmasters' World Headquarters also sells books, cassette tape programs and other material that will help members in their self-improvement efforts.

Of course, prospective members should also be aware of responsibilities they will acquire when they join a club:

- **Club participation.** In joining Toastmasters, members assume an obligation to assist in the management of their club. This doesn't mean members must serve as elected officers. It means that members should be involved in activities helpful to the club's administration and operation. This keeps the club running smoothly, which enables members to achieve their goals faster.

- **Self-help program.** Toastmasters cannot guarantee results, since what results members get from the Toastmasters experience are proportionate to their efforts. Toastmasters can only provide the vehicle to help move people closer to their goals—the members are the drivers.

If you make prospective members aware of these key points, chances are that if they join they will be strong contributors to the club.

World Headquarters offers an array of membership-building materials. For more information, write to the Membership and Club Extension Department at World Headquarters or consult your club's supply catalog.

This response was supplied by District 14 Governor John Whitmore, DTM.

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

Writing down your thoughts and feelings can help you solve problems, increase your creativity and liberate your soul.



Photo by Lance Wagner

The World... According to Your Journal

by Dorrine Anderson Turecamo

I became a person through my daily journal," explains Ruth Filla, educational director for a state-wide insurance organization. "Without this experience, I wouldn't have considered myself for this position. I was an assistant, a shadow of the person for whom I worked, not even giving myself credit for my own thoughts."

The daily journal has been a critical part of the personal lives of St. Augustine, Pascal, Benjamin Franklin, Anais Niin, Dag Hammarskjold, Norman Cousins and countless famous and not-so-well-known persons through the history of the world. Unlike a diary, a journal is not an hour-by-hour listing of what happens each day, but a recording of your thoughts and feelings. It's an unstructured writing out of

the events of your life... *as you see them*. It gives you a true perspective of the world and your role in it.

A journal, done properly, is an intensely personal experience. A good journal allows your strongest forces of energy to be generated. All feelings or happenings are recorded as close to the time of actual occurrence as possible, and enough details of the feeling or happening are included to hold it firmly in your memory.

Keeping a journal is a lot of work, but your efforts will be rewarded. E.B. White, one of our country's finest essayists, said, "The act of composition or creation disciplines the mind. Writing is one way to go about thinking." Although the practice and habit of writing can be emotionally and intellectually exhausting and seem to

drain the mind, White promises that it will supply, fortify and expand it in even greater proportion. As you write out your thoughts, you grow.

As you become familiar with your journal, your words on paper will become clearer, even to yourself. This indicates that you are developing sound thinking. Much sound thinking is not clear in the first place and only becomes so after examination and change. As most professional writers will admit, they may finish three entire pages before they realize what their focus and opening should be.

In her book *Freelance Writing*, Kay Cassill talks to speakers also. When you have to make a speech, especially if it's on short notice, keeping a journal or a simple file of anecdotes is a good habit, she points out.

Success Is Just a Journal Away

by Kevin Frank

A journal is a working tool, like a hammer or a computer. If you have something at which you wish to excel — something which requires setting goals, analyzing progress, and organizing and sorting information — you should keep a journal. Whether you want to become a better writer, runner, manager or whatever, it can help you. It can even help you become a better Toastmaster.

A Toastmasters journal can help you develop speech topics, identify your speaking strengths and weaknesses and improve your vocabulary, to name a few possibilities. Here's how to start yours:

Buy a notebook, a big fat one. I prefer the kind with the spiral rings on the side instead of the top. It's easier to write on both sides of each page.

Number the pages. This helps you do cross-references as your notes expand. Leave the first five pages blank so you can use them for a rough index later. (Indexing and referencing, by the way, are important. Eventually your notes will fill dozens of pages and will not be of much use to you if you cannot locate the ones you seek.) You may also want to leave a couple of pages blank after each major entry. You can then add more later, if necessary.

Okay! Here we are at page six (Remember, you left five pages open) — a big blank page except for the numeral 6 in the upper corner. What to write? Start with today's date.

Now for the first major section of your journal. It should, like a good speech, be appropriately titled. Titling your entries simplifies your researching later. It also gives you practice in devising names for your creations, a skill which will come handy when you agonize over a speech title.

A good title for your first entry might be "Journal Objectives." This section will help you focus upon the ways you intend to make your journal work for you. Some possible objectives are to develop better speech topics, improve vocabulary, identify strengths and weaknesses, develop better eye contact.

The next step is to address some of your objectives. Perhaps you feel that your most pressing Toastmasters need is to develop good speech topics.

You might title a new page, "The

World's Greatest List of Speech Topics!" Just in case that blank page doesn't fill up as fast as you'd like, I'll give you several topics to prime the creative pump. Try starting with the subject at hand: a challenging speech on developing challenging speeches. Or you could give a talk on what you are doing this minute — keeping a journal. And, if developing a better vocabulary is one of your goals, make it a potential topic.

Now it's your turn. What ideas do you have for speech topics? Can you think of just one? Write it down, no matter how far out or silly it seems. Maybe you can modify it or merely incorporate the idea into another talk. Do this exercise once a day, and you'll soon have more topics than you could cover in a lifetime of speeches.

Some of the suggestions will never develop into speeches, but by systematically recording them you'll sort out plenty of good ones, and that's exactly what you are searching for... the gems.

The Bloom

A speech topic, of course, is not a speech. Recording a thousand topics means nothing until you turn some of them into good, effective talks. The next step, then, is to nurture your seed into a flowering oration.

Select one of your topics and start a new section in your journal. Maybe you'd like to give a speech on developing speech topics, a dual purpose subject since you're actually interested in developing some topics for yourself as well as in making a speech about it. If so, then think about ways of uncovering good speech topics and write them in your journal.

For instance, you might ask fellow Toastmasters where they get their ideas. Or you could read a book on the subject (most books on writing have a chapter or two on finding subjects). You could also make a daily habit of recording one newspaper headline that got your attention or tell about one incident that angered you in the last week.

You will not in one session come up with enough items to build an entire speech. It's not that easy. You are merely lining up your facts, anecdotes and examples — the building blocks of a speech — much as a contractor places cement, pipe and two by fours at the job site in preparation for the time he

puts it all together.

Make similar starts with your other subjects. Review them often. The fact that you have started thinking about them and working on them almost guarantees that an amazing phenomenon will take over. I call it the cluster effect.

Leonard, a grade school companion of mine, couldn't spell "Mississippi" or bluff his way through the eight times tables, yet he easily rattled off the names, batting averages, positions and salaries of every player in the National League. This was the cluster effect in action. The more Leonard focused on baseball, the more facts he assimilated about baseball.

This can happen to you, too. When you write about a speech topic and you look over these notes from time to time, adding new thoughts, you build a base that attracts more ideas. Keeping permanent records in a journal — as opposed to lists that may be lost or discarded — insures the continuity and growth of your clusters.

It's all right to record random thoughts, too. Perhaps you have no immediate use for them but sense that someday you'll be able to do something with them. By all means write them down. Not everything you record will be earth shattering in importance, but it's far better to record a few losers than to inadvertently discard a potential prize winner.

Which brings us to another important consideration, best illustrated I think by recalling a long-ago visit to Hannibal, Missouri, Samuel Clemens' hometown. A boyhood friend of Clemens was overheard to say, "Sam Clemens wasn't so smart. I had as many experiences as he ever did. He just wrote them down, is all."

You should write them down too. Develop the habit of using your journal daily. Record all your ideas. Mull them over. Turn them into thought-provoking monologues, essays, hilarious satires, rousing patriotic pleas, or heart-wrenching tragedies.

Some of them of course, won't work out. All of your ideas aren't that good. But then, neither were Samuel Clemens'.

Kevin Frank is a Toastmaster in Ferguson, Missouri, and is an employee of Wausau Insurance.

The bits and pieces you collect should be about you, your life, and some of the fascinating people who have crossed your path in the process. These anecdotes will add the color that makes audience-grabbing speeches.

Jack Valenti, president of the Screen Actors Guild, also advises speakers to keep a general subject journal of happenings, events and ideas to draw on for original speeches. Then, says this master of the podium, you'll never have to receive the sure-dead responses you'll get from using jokes from joke books. Your stories will ring true, honest and sincere... because they are.

But improving the content of your speeches is only the icing. A journal will reward you far more deeply and personally. Veteran Pete Holsti tells how his journal helped him: "I started keeping a journal in Vietnam. The whole experience was so incomprehensible. Suddenly here I was in this strange and horrible situation. I began to describe my experiences and feelings in letters home to special friends. I really threw myself into it. I don't think I could have kept my sanity without it. Then, each time I looked over what I had written, I knew that I had to keep copies of these letters because they were helping me to understand myself and make some sense of my place in all of this. That was the beginning."

Lori Neale, a loan processor for David C. Bell Investments, explains, "I'm trying to figure out who I am by observing my experiences and how they affect me. Writing it out helps me to think clearly. I am an emotional person. When I started the journal, everything in my life seemed as though it was going wrong. Even though I have a hard time expressing myself on paper, it has helped me to see that things weren't really that bad."

Personal Style

It seems there are almost as many ways of keeping journals as there are journal keepers, since a journal is an intensely personal thing and must be carried out in the way that best suits the individual or it won't work. Secretary Tami Schala, for instance, searched for three weeks before she found the type of book in which she wanted to write. "It had to be in many colors," she says, "because most of my thoughts are in color. I finally found what I wanted. Each mood is recorded on the color that matches it."

Holsti, a former radio announcer and now a public relations writer for a major corporation, keeps his journal in a haphazard way: It is a file of alphabetized folders into which he throws his ideas and notes according to various subject headings.

"I like to remember things that happen, but I don't like to record them, as some do, in a bound book or in colors," he says. "To me, this would solidify the feelings and bury them in concrete. I want to keep

things fluid and sense that I'm constantly changing. I must feel in control. Loose notes give me this free feeling."

Regardless of Holsti's success with folders, journal workshop experts and the world's famous journalists recommend using a notebook with permanent pages that can't be torn out, such as a stenographer's notebook.

Your journal is to be a permanent record and it must be *for your eyes only*. If you think anyone else might read it, you won't write openly, and its value will be questionable. By the same token, you should never edit or rewrite anything once it's written. That's the way it came out, and that's the way you were feeling at that moment. In that sense, think of the words and feelings as sacred. Also, since this is a daily journal, daily entries are important, whether it's one paragraph or ten pages. Record each date above the writing.

"I usually write about three pages at a time," Tami says. "It's often in the middle of the night, when I can't sleep or when I awaken from a dream. My journal has helped me through many nights. Or, in the daytime, if I see it there, I will usually write in it. No one knows I have it, so I don't worry about it being discovered."

"My journal made me see that I was a selfish, willful person."

Like any new journal keeper, Lori, a theatre arts graduate, finds it hard to get started because she has found that once she begins, it pours out and she hates to stop. "I usually write about two pages," she says. "I've been using a legal pad so far, but I'm looking for a more permanent, extra-large steno book."

Lori, who says she is resolving conflicts within herself, believes the journal is helping her to step back and see the whole picture as a third person.

"Did I sell myself out by taking this good paying job? I'm afraid of the unknown. How can I cross that next bridge?" Before she began the journal, Lori was afraid she was losing her creative ability from lack of use. She was extremely frustrated and admitted a terrible lack of confidence in herself. The journal is, in effect, grounding her static electricity. She's sensing a new stability and a growing peace of mind.

Dispassionate Observer

What is there about a simple recording of ideas and feelings that can help you get in touch with your real feelings, liberate your courage and open the doors to expressiveness and charisma? To begin with, by learning to observe yourself dispassionately, you sense a detachment and greater

control. Suddenly it's clear that you are not your feelings, but that you have feelings and that they change. You no longer confuse character with behavior and behavior with identity. By getting in touch with the repetitive "tapes" you have had implanted in your mind since birth, you can separate those "messages" from your "automatic pilot" and unmask them for what they are.

Doe Lang, in her book *Charisma*, says that it may take time before you begin to recognize the importance of immediate recording, but you will quickly begin to see your patterns of behavior.

"You'll probably find out," she explains, "that your times of discomfort and alienation from yourself are confined to a few situations and are not global. You'll observe that you're confident at cocktail parties, but not at the office; that you're generally at ease over dinner with friends but not at family gatherings." This log of your growing self can be your best tutor, where you clearly see and give yourself a set of guidelines by, for and of yourself.

On varying levels, the daily journal has helped to cure bad tempers and make decisions about changing jobs, moving and family relationships. One particularly candid person remarked, "It made me see that I was being a selfish, willful person." Those with low esteem generally come to like themselves better, and many have found a deep and wonderful philosophy of life with which they can live comfortably.

"In our time," said Norman Cousins, "the creative mind is in jeopardy from half-formed ideas. The age seems to favor interruption and the staccato burst." He believes the growth of the human mind is in many ways the highest adventure on earth, and that words can help us to be bigger than we are.

For instance, the more you use language — especially on paper — to express yourself, the more your creative skills will expand. Begin thinking and writing in metaphors, those figures of speech containing implied comparisons. Come up with your own "curtains of night" or "all the world's a stage." The practice builds imagination, insight and creativity. This constant renewing of your perspective in relation to the people and happenings about you has a transforming and spiritually renewing effect. It's invaluable preparation for times of conflict.

With what should your journal deal? It should cover the full range of your life, the entire life cycle, and the many small cycles that come and go within the passage of your life: marital problems and personal relationships, career decisions and complexities, lifestyle questions and comments, religious development.

Try writing out a feeling when it's in full bloom: happiness, frustration, love, anger, helplessness, ecstasy.

Expand and put variety into your thoughts and feelings. Write as though

club, sales and political meetings SURE NEED HUMOR!



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Gear your club for growth with...

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Your club can receive these awards for members joining in October, November and December:

- **5 New Members** — Banner Ribbon
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Presented by Your District Governor (Minimum of 5 New Members to Qualify)

Use Anniversary Month to help your club grow! (New, reinstated and dual members count; transfer members do not qualify.)

you're speaking to a friend, living or dead, who has had a strong impact on your life. Talk through, in depth, your thoughts and experiences together. If there are conflicts or unfinished business with this person, work it out on paper. This may take several sessions, but it can provide you with a powerful cleansing and renewal. When it's resolved, go on to another person.

Write about the physical you — an illness with which you've coped, the sensory pleasures of relaxing in a warm tub or high diving into a clear, cold lake, or the freedom and release you sense in bicycling. Or write about the thrill of giving birth, gastronomical pleasures, the sensations of an accident, your communion with the ocean, a giant forest or the desert.

Explore, on paper and in the privacy of your journal, your relationship to the world today and your place in your community. What is your role or fulfillment in your family tree? Where do you belong and what mark are you making in the unfolding of the centuries of history?

Are there past events or circumstances in your life that seemed to be testing

Write as though you're speaking to a friend who has had a strong impact on your life.

you? How did you meet the test? Was the matter resolved or does it require more attention? If your beliefs have been challenged at some point, how did you respond? Would you do the same today? Is there an undercurrent that you're trying to avoid facing? Write it out, a little each day, until you've come to grips with it.

At some point in your life you were involved with an activity or project that held special meaning for you. How did you stray from it? What would keep you from dedicating yourself to it again? Would your attitudes be the same?

Write out your dreams as soon as you wake up — even if it's in the middle of the night. Whether you search out the meanings at that moment isn't crucial. That may come to you later.

Write about the decision you made to quit your job and move to another city. What was its impact on you and your family? What about your decision to go back to college at age 35 and with three children in school? Was this the best action to make at that time? What were the consequences?

Problem-Solver

Your journal works out your problems, automatically, on paper. Which step looks (not just feels) most logical? Try many

angles. As Tami says, "Once you've captured it and put it down there in front of you, you can grab hold of it." Or, as Glenda Holsti (copy chief for the St. Paul Pioneer Press) says, "I sort out the excess of input, and it really works. I list my priorities once or twice a week, a sort of deductive reasoning. I look at patterns and make deductions."

Maureen Peterson, an insurance agency manager who began her journal in one of my workshops, declares, "I've found it fulfills a need that can only be met in writing. It's a wholesome release. In class, I did it because I had to. Now I'm doing it because I want to. It's becoming a need, a compulsion."

There are limitations to the benefits from daily journal writing. When it's used as a means of helping yourself to reach a defined goal, it restricts the space in which the mind can move. Then it becomes not an instrument for growth, but an instrument for self-justification. In this context it will narrow the scope of your life and limit, rather than enlarge, your possibilities.

But the biggest limitation is not to discipline yourself to start it at all. One woman who has been keeping her journal for six months is still trying to find a safe place to hide it from her large family. A hospital administrative assistant admits, "I'm afraid to start. I want to badly, and I know I need it. But I'm sure it'll be found, even if after my death. I absolutely can't let anyone read my thoughts!"

Our leisure hours now exceed our working hours. But we have a genius for cluttering. We have somehow managed to persuade ourselves that we are too busy to think, too busy to read, too busy to look back, to look ahead, to understand that no amount of wealth and no measure of power is enough to safeguard our own inner selves.

Memory is the proof of life. Nothing really happens to a person unless it becomes memory. Some people pass through life in a state of total antisepsis. They haven't touched life nor have they been touched by it. You can savor yours, every morsel, through your daily journal.

As one 43-year old man, who hasn't missed a day with his journal since he was 13, said, "I'm convinced that people who keep journals lead more interesting lives... I don't want any blanks in my journal, and I don't want any blanks in my life." ■



Dorrine Turecamo conducts Total Image Workshops for corporations and organizations. Daily journal writing is an important part of this. Dorrine is a member of the American Society of Journalists & Authors and the author of hundreds of articles on business management and self development.

Toastmasters' TV Show Examines Speaking Fear

One of the most difficult tasks of a publicity committee is getting publicity, but it can also be the most fun, as Toastmasters in Lubbock, Texas, can testify.

Lubbock Toastmasters found the ideal way to spread the word about Toastmasters, and they experienced the excitement of producing a television show at the same time. They presented a special half-hour television program, "The Fear of Public Speaking," on KTXT-TV, a public television station in Lubbock.

Brent Magers, president of Lubbock Toastmasters Club 884-44, hosted the program, which featured a discussion with Texas Congressman Kent Hance and excerpts from the film "Speaking Effectively to One or One Thousand." Congressman Hance, a former Toastmaster who gained recognition as Texas Business magazine's "Best Freshman

Congressman," told of his experiences with public speaking and how Toastmasters has helped him in his legislative career.

The program aired several times on KTXT-TV as part of a District 44

publicity campaign developed by Area Governor Denny Connor and Assistant Area Governor Mike Senter. They enjoyed their television experience so much that they're planning a special news program series for television.



PROMOTING TOASTMASTERS—U.S. Congressman Kent Hance (right), 19th District, discusses the importance of good speaking skills with "The Fear of Public Speaking" program host Brent Magers.

Navy Honors TI Director

Toastmasters International Director Albert H. Friedrich, DTM, of Annandale, Virginia, recently received the Navy Department's Distinguished Public Service Award, the highest award given to a civilian.

Friedrich, who represents Region VII, received the award for his outstanding service to the Navy in public relations at

the national and community levels in support of programs promoting good relations between the Navy and the community.

He is an immediate past president of the District of Columbia Council of the Navy League, a nonprofit, educational organization dedicated to the support of the services that contribute to national sea power. In addition to receiving the award, Friedrich was elected the league's new national vice president.



AWARD RECIPIENT—International Director Albert Friedrich (left) is congratulated by Secretary of the Navy John Lehman upon receiving the Navy's Distinguished Public Service Award.

Achievements Make 1982 a Special Year for Australians

Back in 1957, Australians had one Toastmasters club — Wollongong Club 2546 in Wollongong, New South Wales. Now, 25 years later, they can boast of 150 clubs in three districts.

That's quite a growth record, and one of which Australian Toastmasters speak proudly. But they have another reason to be jubilant as they celebrate their silver anniversary. This year saw several other milestones in their history.

The first was the election of Australia's first International Director-at-Large, Kenneth Rennie, DTM, of Carlingford, New South Wales. Rennie was elected during Toastmasters' convention in August in Philadelphia, Pennsylvania. The second milestone was the selection of Kenneth L. Bernard of Deadline Club 3440-70 in Sydney as the "World Champion of Public Speaking" at the International Speech Contest which was also held in Philadelphia. Bernard took the title with his inspiring speech "Enjoy Life—With Enthusiasm."

With such a strong first 25 years, it appears Toastmasters in Australia are destined to continue growing.

The key to eliminating negative behavior
is to understand the reasons for it.

How To Break Those Bad Habits

by David Trembley

How hard it is for a human being to change! We even make jokes about our persistent difficulties. Fat folks who are always going to start to diet on Monday, the pack of cigarettes which is placed in the cupboard at noon and then sheepishly removed at 12:45, the detailed list of New Year's resolutions that's abandoned January 3 — these are only three of a host of examples of how much trouble we human beings have in changing... even when we say we want to.

The problem, of course, is that we both do and do not want to change. It is not until we have looked deeply into both the positives and negatives that we are, in fact, likely to do any significant, lasting changing. Instead, we are more apt to content ourselves with words like "I know I should, and will — tomorrow... or someday."

Let's take a look at that package of cigarettes you placed so confidently inside the cupboard. If it rests on the shelf for only 45 minutes or so, the chances are excellent that you didn't really understand your motivations when you decided to give up smoking. Probably you said you were going to quit because you knew that you *ought* to. The Surgeon General's warning screams from each advertisement and even from the package in your pocket. The nonsmokers in your life (especially your children, who have learned their lesson well in school) unmercifully nag you about your unhealthy habit. If you forget and light up in public, total strangers indicate their disapproval — either vocally or nonverbally.

The problem is that your reasons for quitting don't have much to do with why you started smoking in the first place... and why you have continued. The same goes for other habits which are equally bad, such as

- Joking too much (and at the wrong times)
- Eating too much
- Being sarcastic
- Seeing only the negative side of things
- Expressing your sexuality in unhealthy ways

All human habits are established because they accomplish some perceived good for the one who has acquired them. Perhaps your first motivation for smoking cigarettes was the desire to be grown up and one of the gang. Or you may have admired a person who practiced the behavior, so you started practicing it too, in order to be more like the admired one.

**When our project fails,
the temptation is to
never seriously
consider it again.**

When a habit persists, however, it's because it has begun to meet some additional needs. With smoking, for instance, you may find the behavior gives you something to do and thus distracts attention — both yours and the attention of others. If you are lighting and holding a cigarette, you don't have to worry about what to do with your hands — the cigarette has taken care of that.

Then the benefits begin to multiply:

- If you always have a flaming stick in your hand, the people who threaten you aren't as likely to get so close.
- Lighting and smoking cigarettes can buy you time to think about what you want to accomplish in the next stage of

whatever negotiation is going on.

- If you keep at it long enough, you can even use your smoking as an excuse not to engage in activities that you want to avoid (I'd love to go jogging with you at 6:30 in the morning, but I'm afraid that my lungs could never stand it... not with my smoker's cough, you know!')

- If you learn to place your cigarettes carelessly enough in ashtrays, you can even take out some of your aggressions on people by scarring their tables and burning holes in their carpets. It was only an accident, you understand!

Creatures of Habit

Of course, not all of the reasons that you hold on to your habits need to be explained by resorting to deep psychological motives. We are creatures of habit. The truth is that we come to prefer whatever it is that we're doing simply because it is our way of doing things. With smoking, for instance, the deep inhalation does promote relaxation. When we are not smoking, we are probably breathing more shallowly, which means more tension is in our bodies than would be if we were smoking.

Change is frightening. The older we get, the more we resist new ways of behaving simply because they are new. It's all very vague, of course. We don't really know why we prefer method a over method b. It just seems more natural to us.

And the important thing to see is that this line of reasoning applies not only to smoking cigarettes, but to every human habit.

For each habit you think you want to change, you must first make a list of the advantages you think you'll gain both from changing and from continuing the habit. The list must be as specific as possible. Instead of saying, for example, "smoking relaxes me," you should take it



a step further and identify why and how it relaxes you. You may realize that the first cigarette you smoke in the morning dulls you a little and seems to make getting out of bed less traumatizing.

Items on the list must also be reasons which are truly and deeply your own. It may be true that if you quit smoking you'll live longer, but if you really don't believe it deep inside, the truth will not be important to you. It will not be *your* truth.

A good way to start building this specific and personal list is to begin keeping a written record of the times when you engage in the objectionable behavior. Kept faithfully over a period of two weeks or so, such a written record will provide you with insight into the real reasons for continuing the habit which you allegedly want to abandon.

Step two in breaking a habit is to devise strategies for meeting in different ways the needs the habit fulfills. If, for example, I find that the last cigarette of the evening is the one that I value the most because it gives me time to be alone and reflect upon the day, perhaps I can meet that need just as effectively simply by scheduling some time for myself at the end of the day — but without the cigarettes.

Step three is to involve other persons in your projects of self-improvement, but this is a tricky proposition. It's easy to give others responsibility for your own behavior, then to ridicule and dismiss them when they can't accomplish this impossible job.

If, for example, my wife were willing to agree to nag me whenever I reached for a cigarette, it might work. But it also might backfire. Which result would occur would depend upon whether or not I had truly enlisted her as an ally in something that I really wanted to do. I could be setting her up so that she would fail in her mission, and then I could keep on doing

what I wanted, but with the added advantage that I would now no longer hold myself responsible because she was the one who failed, after all.

A similar thing happens when we prematurely announce our changes to the world. Sometimes it works, and we can shame ourselves into changing. More often, however, the transformation is temporary. When our announced project fails, the temptation is to never seriously consider the issue again. When that happens, we have raised our bad habit to a higher level, and we are now playing an entirely different kind of game. Failure, too, is a habit. Specific failures (as well as successes) make failure (and success, of course) easier the next time.

The final step of the successful changing process involves celebration. Since the habit — whatever it is — was originally started in order to acquire a perceived benefit, it's only reasonable to reward yourself as you rid yourself of the behavior which you no longer desire. If you do announce your successes and celebrate them openly, you increase the chances that your changing will be permanent.

Look Again

If you follow the four-step program but

don't succeed in breaking the habit, return to square one. Almost certainly, what happened was either that you didn't discover the real reason the habit was acquired and maintained, or you really didn't want to change in the first place.

You now have several choices. You could keep beating yourself over the head. If, for example, the habit is smoking, the masochist will resolve, each evening, to give up cigarettes "tomorrow." It is crucial that the resolution comes in the evening, of course, after a day of failure. (You should also be suspicious of repeated decisions which are made for a time that is not now.)

Another choice is to go over your reasons for the habit to see if you've identified them accurately. If this fails, it could be that the reason why you cannot break the habit is because it may not be time for you to break this habit. The behavior is giving you something that you need, even if you cannot figure out exactly what that "something" is. It may well be that you need the freedom and safety of the behavior of which your rational self does not completely approve. The curious thing is that if you have mercy upon yourself and do not keep hitting yourself over the head, you may well discover that, down the road, you will no longer need to engage in a behavior which is not good for your whole person.

No guarantees, of course, but it often does work out that way, I am probably better off attempting to discover what my genuine needs are and then trying to meet them, of course, instead of focusing upon one unpleasant behavior which simply will not go away. 🍷

David Trembley is a writer in Burlington, Wisconsin. He and his wife also conduct communication workshops for social, civic and business groups.

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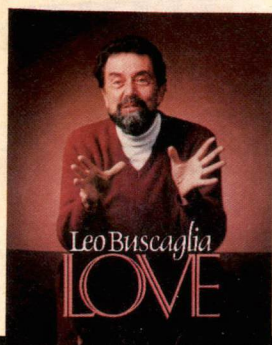
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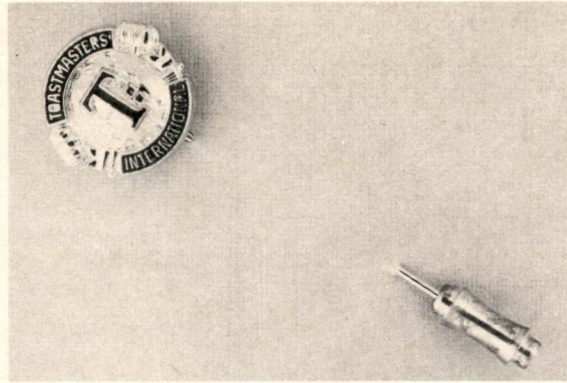
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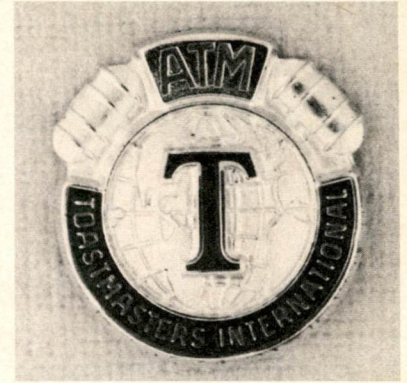
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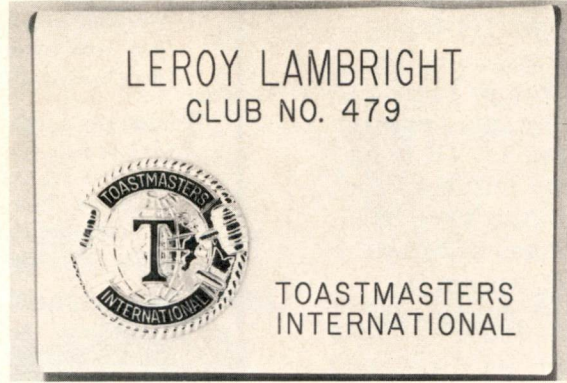
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Finding the right career for yourself requires self-assessment and research.

CAREER CHANGE:

Do You Know Where You're Going?

by Freda Groner

Thinking of a career change? If your answer is YES — welcome to the club and relax. You're no longer in a minority, nor will most people these days consider you a nut, unreliable or irresponsible.

Despite the tight economy and the personal stress involved, more and more people are thinking about and/or making career changes every year. Ann Coil, of Coil, Ballback & Slater Associates, a career management firm in Santa Ana, California, says, "The norm is closer to three to five careers in a lifetime, rather than one or two."

Yet a career change is not easy. "That's because so much of our identity and life is tied to a career," says Coil. "The change affects us physically and emotionally. It often means giving up an environment we've become accustomed to — one that we picture ourselves as a part of — and giving up or altering relationships with people we see on almost a daily basis."

In terms of stress, pain, coping and adjustment, Coil ranks career change just slightly behind the loss of a loved one, a devastating injury or illness, and divorce.

So why do we do it? Dr. Claude Farley, a Huntington Beach, California, consultant to business on human resource management, believes most Americans have drastically changed their ideas about work and what it should personally mean to them. Farley thinks that most of us are not willing to accept the "womb to tomb" concept popularized in Japan. On the other hand, most of us no longer buy the idea of "one life, one career" — especially if that career is not a source of satisfaction and happiness.

Farley thinks this philosophical change was a natural outgrowth of changing life-

styles. "In the past 50 years, we've seen a lot of changes," he says. While family units grew smaller, community life, especially in urban areas, became more rushed and complex. The comfort, advice and positive feedback we once got from older family members, neighbors, teachers and religious leaders became no longer so easily available. That, coupled with the growing idea that self-satisfaction and fulfillment do count, made many of us begin thinking that work should be more than a source of money or a way to spend our time.

Career Selection

Coil claims this attitudinal change now

"Change is valuable to life and can be a process of growth and stimulation."

reflects itself in how we select our careers and jobs in the first place. "In the past, Americans usually chose their careers rather haphazardly," she says. Most went into their first careers based on what their parents, other adult role models and their peers did for a living; how well they did in school and what subjects they liked; the extent of their education and training; whether they entered the armed services or went directly into the job market; their financial pressures.

She adds that while some of those factors still should be considered, more people are now interested in assessing their skills and interests, identifying their

goals, and investigating a career in terms of what they personally want from it. More importantly, a growing number are entering careers fully aware that they may not want to stay in them for the rest of their lives.

Our ideas about retirement have changed as well. Many of us used to think in terms of beginning with a company in an entry-level position, working toward advancement and eventually retiring from the company — with the proverbial gold watch, social security and retirement benefits — to a life of little or no activity. While an escalating cost of living squashed that dream for many, others came to realize that work, because it provides a sense of being needed, is vital to human happiness.

Then, too, for many people a career change results from another change in their lives, such as divorce, the death of a spouse, a geographical move, or the elimination of a job. Still others simply want the challenge a new career offers.

Whatever the reasons, Coil says, "Change is valuable to life and can be a process of growth and stimulation, but no change should be entered into without first identifying goals.

"If you're thinking of a career change, begin by asking yourself what you want to do. Think in terms of a role rather than a specific job. Think about skills that role requires and the environment it will put you in."

The key to a successful career change, she says, is analysis, planning, strategy and process — even when the change is not initially your idea. Coil claims that many who go out half-committed — not sure of wanting the change, not sure about their goals — fail.

Coming up with a realistic goal usually means assessing your skills and interests, analyzing your current job and the factors you like and dislike about it, and investigating job opportunities and trends. Coil says that for skill, interest and current job assessment, most of us need some kind of professional and objective guidance — either through an independent counseling service, a college course or career center, or a community or government program. There are also a number of good books available that have do-it-yourself tests for skill and interest assessment.

Most of these books detail and describe transferable skills — those that can be utilized by almost any company. Howard Figler, in his book *The Complete Job Search Handbook: Presenting the Skills You Need to Get Any Job and Have a Good Time Doing It*, lists the following often overlooked, but valuable, transferable skills: budget management, supervising, public relations, coping with deadline pressure, negotiating, speaking, writing, organizing and managing, interviewing, teaching.

As for investigating job opportunities and trends, Coil suggests making a concentrated effort to stay in touch by talking with people — especially career counselors and individuals in professions you find of

interest — and by reading magazines and newspapers such as the *Wall Street Journal*.

Simple Changes

Sometimes after people assess and investigate, they realize they really don't want a career change. What they really want may simply be an increase or change of responsibilities, or an environmental change. Coil knows of one man who concluded that what was really making him

No job or career is perfect. Sometimes you have to compromise.

unhappy was the way in which he did his job, not the job itself. He really liked and was very successful in his position as an outside sales representative. But working out of his car and home, and a lack of contact with other people in the company made him feel rootless, unprofessional and isolated. He talked to his boss. They worked out an operational plan that provided more communication. He also talked to his family, and with their agreement he

set up an area of his home as an office.

Coil says, "He knew that to a certain extent he would still feel isolated. But he was willing to make the compromise. That's a realistic decision because no job or career is perfect."


A similar compromise was made by a gregarious, group-oriented dental hygienist who felt her job left her skills in speaking publicly and organizing activities untapped. She fulfilled both those needs by joining a professional organization of dental hygienists and becoming one of its most active officers.

Carol Briseno, a Los Angeles business consultant and expert on career burnout, says unhappiness stemming from a job is often the reason for everything from headaches to heart attacks and ulcers. It is also a prime contributor to low productivity, employee absenteeism and job hopping. But Briseno also recognizes the value of compromise. She explains, "It's always a trade-off and a question of what you are willing to risk and give up."

According to Briseno, taking breaks — long or short — is one way of preventing career burnout. Doing something about activities or responsibilities we hate is another. For instance, a sales person who hates answering letters might hire a secretary on an as-needed basis. When it's not possible to eliminate an activity, the solution might be to reward yourself for putting up with it.

As for those who do decide that a career change is indeed what they want, Coil says they are usually better off making the transition gradually. "There is no one way to make a career change," she notes. "It's a scary situation, so small steps are generally easier."

She suggests 1) trying out a role through an internship, volunteer or training program, or through a temporary position; 2) joining a job-related professional organization to make contacts, observe and learn; 3) mimicking the business behavior that goes with the job, such as participating in business lunches or dressing the part; 4) mentally visualizing yourself in the environment and performing the tasks; 5) composing and following through on a "to-do list" that you intensify each month. Such a list could progress from doing research to meeting people to writing a resume to actually seeking interviews.

There is no set time limit for a successful career change. Coil says, "With guidance, most people can get through it within three months. On their own, it usually takes six months. The time element is usually not as important as knowing where you are going. Otherwise, you may not get there." 

Freda Grones is president of The Write People, a resume-writing and career-counseling service in Santa Ana, California. Grones also hosts a weekly, career-related talk show at a local radio station, and writes regularly for many national publications.

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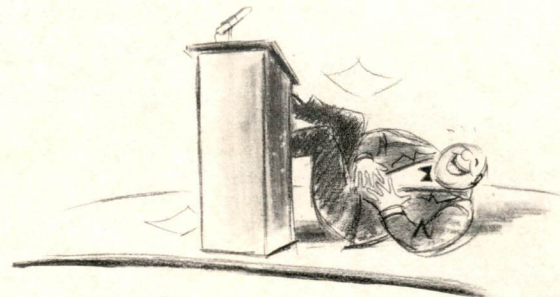
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THE MAGIC OF GOALS

by Michael Agner

During the 1940s, many of the Pacific Islands were captured and placed under American control. The lifestyle of the islands' inhabitants was, of course, disrupted by the Americans' presence. To suppress objections, the United States placed the islands' inhabitants under welfare care.

Instead of objecting to the system and attempting to retain their culture, the natives accepted the welfare system. Shortly afterwards, though, social problems among the natives increased. Alcoholism, drug addiction and prostitution became rampant. Native pride and enthusiasm disappeared.

What happened to the natives? The American takeover shattered their dreams and aspirations for themselves as individuals and as a society. Dreams are vital to our health and well-being. A person void of dreams is complacent and, in some cases, is even more susceptible to disease and self-destructive behavior. More importantly, a person without dreams is unsuccessful because success requires goal-setting, and all goals are derived from dreams and aspirations.

Many of us fail to reap the rewards that come from recognizing the importance of goal-setting. Our self-confidence and faith are enhanced when we establish worthy goals. When we achieve them we feel good about ourselves, and we are motivated to set new and higher goals. Goals help us to be the most we can be.

Introspection

Think about your goals. Can you state each one in a single sentence? Can you state any at all? If you have a long list of goals, you should review each one carefully by following the guidelines listed below. If you have none at all, you need to do some serious thinking about yourself. What do you want out of your career?

What do you want in your personal life? Then do the following:

- **Clearly define your goals.** The simpler the goals, the better because you must be able to imagine them, visualize them as clearly as if they were projected on a movie screen.

Philosophers and motivational experts have emphasized the value of visualization, but not until Maxwell Maltz and cybernetics did we find out why. Maltz explains that the self-image, which unconsciously controls one's ability to perform

Positive imagery has a positive influence upon our performance.

in striving toward a goal, can't distinguish between real and imaginary experiences. Thus, positive imagery has a positive influence upon our performance toward a certain end. By imagining yourself reaching your goals, you will subconsciously work toward them.

- **Write them down.** Writing down your goals and reviewing them regularly keeps them fresh in your mind.

- **Make sure they're reasonable.** Your goals should be high enough to make you stretch, yet reasonable enough to be attainable.

One student of mine, a high school junior, was five feet four inches tall, weighed 125 pounds and wanted to be a professional football player. He was a grade behind, had a poor academic record and was not a bastion of self-confidence. To encourage his dreams in hopes of stretching his performance would have

been deceitful and destructive. This fellow is a good example of the importance of setting goals not only with your heart, but with rational thought.

Good Mental Approach

- **Don't underestimate your potential.** This point is best illustrated by the story of Roger Bannister and the four-minute mile.

Following World War II, the sports world accepted the idea that the human body was incapable of running a mile in less than four minutes. Incapable, that is, until May 6, 1954, when Roger Bannister turned in a time of 3:59.4. Since that time, the mile has been run in less than four minutes so often that we no longer count. Better conditions, training methods or stronger athletes? Ridiculous! Better mental approaches is more likely.

- **Periodically reevaluate your goals.** An athlete who wanted to run a mile in a certain time resolved to run 15 miles weekly within a total of one and one-half hours. He found, however, that he was running 20 miles weekly within two hours. He had to revise his goals.

Often you over- or underestimate your abilities. Frequent reassessment of your goals will help keep them realistic.

- **Make everything you do goal-oriented.** Action that is not goal-oriented is a reaction to your environment, and reactions have the same qualities as the stimuli that motivated them. If the stimulus is negative, your reaction will be negative. If the stimulus is positive, then your reaction will be positive. This natural response takes you out of control and makes you subject to your environment.

In the book *Mind Power*, Sidney Harris tells a story about going to a newspaper stand with a friend. The friend pleasantly greeted the proprietor, inquired about his health, and thanked him when the sale was completed. The proprietor responded sullenly.

Upon leaving the newsstand, Harris commented to his friend about the man's surly manner.

"Oh, he's always like that," replied his friend.

"Then why do you treat him so politely?" Harris asked.

"Why not?" answered his friend. "Why should I let him determine how I act?"

To achieve anything, you must have good, realistic goals. By adhering to the above blueprint and precautions, you, like Harris' friend, assume control of your life. And you'll begin to understand the magic of goals. 🎯



A former teacher and coach, Michael Agner is a school administrator in Marion County, Florida.

TI Board Report

Continuing Our Commitment To Growth

Major milestones make 1981-82 a record year.

When Toastmasters International's Board of Directors met in August in Philadelphia, each member was wearing a smile. The reason for their happiness: Our organization had just experienced another phenomenal year of growth and achievement.

As 1981-82 International President William Hamilton pointed out during the meeting, this growth and achievement is largely due to the dedication of Toastmasters around the world. During his district visits this past year, President Hamilton met and talked with thousands of Toastmasters, and through his conversations he drew some conclusions about our members.

"Toastmasters everywhere are eager to improve their communication skills and to share our program with others," he reported. "Their enthusiasm and love for our organization is amazing. This is evident in our accomplishments and successes of the past year."

And the list of successes in the 1981-82 administrative year is long:

- The number of Toastmasters earning ATMs increased seven percent, while the number earning DTMs increased 21 percent. Communication and Leadership manual completions increased 10 percent, while Advanced Communication and Leadership manual completions increased nine percent. A special highlight this year was the issuing of the 10,000th ATM and the 10,000th ACL completion certificate.

- Toastmasters' membership increased 5.3 percent, for a total of 95,000 members — the most ever.

- Three hundred ninety-eight new clubs were chartered, for a record total of 4532 clubs.

- A total of 853 Youth Leadership Programs were reported, the highest number since the program was introduced.

- The number of Speechcrafts increased seven percent.

- The number of clubs on the President's 40 list reached 293 — the highest amount ever.

This growth was complemented by several educational advancements:

- Two new manuals were developed. One, *Your Speaking Voice*, is already in use. The second, *Gestures: Your Body Speaks*, will be available soon.

- A new cassette album, *Humor, Speaking and You*, was introduced.

President William Hamilton also had some accomplishments to report. He traveled 61,000 miles during his one-year term and visited with more than 80 leaders of business, industry, community and educational groups. He estimated that these leaders represented more than one million employees or associates who will have the opportunity to learn about the Toastmasters program from the contacts made in his visits. With this much publi-

city, Toastmasters is sure to grow even more in the next year.

Looking Forward

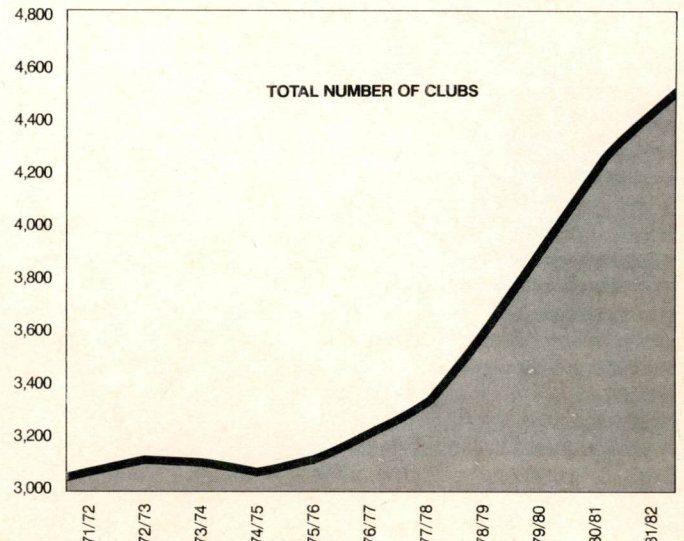
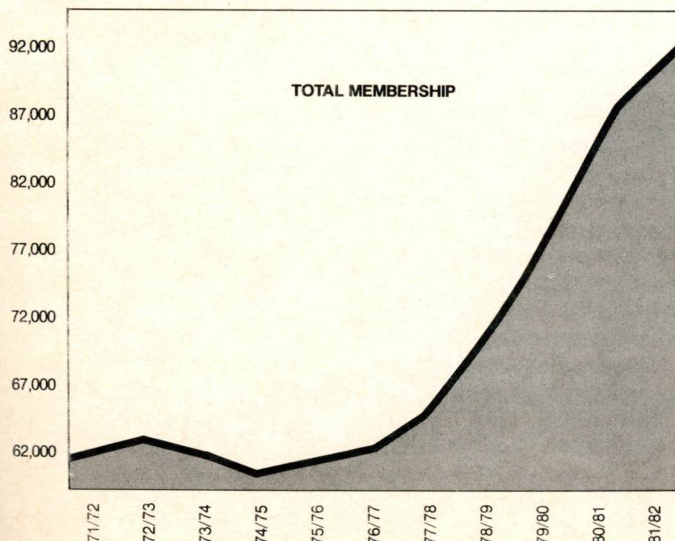
Reflecting on this string of achievements, it's no wonder the board members were pleased. But they also knew that our organization cannot dwell on the past if it wants to continue to succeed. In his report to the board, Executive Director Terrence McCann focused on how we can maintain growth and become even stronger.

"Everyone knows we live in fast-moving times and that change is inevitable," he said. "But what we are less certain about is how to deal with it. But if we manage to continue to bring about organizational change by continuing to plan for future growth, maintain our system of goal-setting and creative strategy building, and pay attention to priorities, then our upward growth pattern will be assured."

With this advice uppermost in their minds, members of the Board of Directors made a number of important decisions that will help our organization in its plan to grow and succeed. In the most significant actions the board:

- Modified the criteria and point values for the club and district Outstanding Toastmaster of the Year awards. The new guidelines will be published in appropriate manuals distributed by World Headquarters.

- Considered changes in guidelines for the Area Governor of the Year and Division Lieutenant Governor of the Year awards. New guidelines will be published



by World Headquarters.

- Recommended sections of the Youth Leadership Program for future revision by World Headquarters to adapt the program to the needs of today's youth in developing communication and leadership skills.

- Discussed effective motivation and assistance to districts with less than 50 clubs. A special growth program was authorized to help such districts to become involved in club growth with the assistance of the International Directors and World Headquarters.

- Clarified procedures to be followed in regional conference planning to minimize conflicting events at these meetings.

- Adopted a strengthened policy statement precluding clubs and districts from extending activities into unauthorized fund-raising drives, establishing foundations or scholarships, or engaging in activities not directly related to the educational mission of Toastmasters International.

- Reviewed the feasibility of building Gavel Clubs from Youth Leadership Programs and recommended World Headquarters study this relationship.

- Suggested guidelines for a new member achievement award. The award would be presented to Toastmasters who have been members for at least six months and who meet other established criteria. This award will develop a spirit of success through involvement and achievement. Clubs will be provided information about the award for implementation.

The next meeting of the International Board of Directors will be held at World Headquarters February 18, 1983. A report on that session will appear in the May 1983 issue of *The Toastmaster*.

TI Financial Statement 1981-82

STATEMENT OF ASSETS OF ALL FUNDS

June 30, 1982
GENERAL FUND

UNRESTRICTED:	
Cash and temporary investments, at cost	\$ 751,727
Accounts receivable	101,177
Due from Property Fund	
Deposits, prepaid postage and other	16,181
Total — unrestricted	\$ 869,085
RESTRICTED:	
Cash	\$ 181,838
Due from General Fund — unrestricted	1,146
Total — restricted	182,984
Total	<u>\$1,052,069</u>

INVESTMENT (ENDOWMENT) FUND

Marketable securities, at cost (estimated value of \$373,201)	\$ 415,695
Due from General Fund — unrestricted	20,843
Total	<u>\$ 436,538</u>

PROPERTY FUND

Property, building and equipment at cost:	
Land	\$ 45,716
Building	634,284
Furniture and equipment	464,554
Total property	\$1,144,554
Cash	36,401
Total	<u>\$1,180,955</u>

STATEMENT OF LIABILITIES AND BALANCES OF ALL FUNDS

June 30, 1982
GENERAL FUND

UNRESTRICTED	
Liabilities:	
Accounts payable	\$ 128,744
Sales tax payable	1,593
Advance convention deposits	31,165
Due to General Fund — restricted	1,146
Due to Investment (Endowment) Fund	20,843
Deferred charter fees	14,450
Due to Property Fund	36,401
Funds held for TMI Regions	852
Total liabilities	\$ 235,194
Unrestricted — General Fund balance	633,891
Total — unrestricted	<u>\$ 869,085</u>
RESTRICTED	
District Reserve Fund balances	\$ 151,454
Restricted grants	1,146
Ralph C. Smedley Toastmasters International Memorial Fund	30,384
Total — restricted	\$ 182,984
Total	<u>\$1,052,069</u>

INVESTMENT (ENDOWMENT) FUND

Investment Fund balance	\$ 436,538
Total	<u>\$ 436,538</u>

PROPERTY FUND

Due to General Fund — unrestricted	
Property Fund Invested balance	\$1,144,554
Property Fund Reserve balances:	
Reserve for additions and replacements	\$ 6,530
Reserve for maintenance	29,871
Total	36,401
Total	<u>\$1,180,955</u>

GENERAL FUND — UNRESTRICTED

STATEMENT OF INCOME AND EXPENDITURES FOR THE YEAR ENDED JUNE 30, 1982

INCOME	
Membership charges	\$2,003,387
Club Charges	210,306
Charges for optional educational materials and supplies	272,542
Other income	73,883
Total income	<u>\$2,560,118</u>
OPERATING EXPENSES	
Administrative	\$ 156,874
General services	296,347
District expenses	89,413
Membership and club extension	53,428
Publications and communications	343,594
Educational development	52,739
Educational materials	263,900
Club supplies, equipment, and insignia purchases	267,798
Employee benefits	146,589
General expenses	351,004
Maintenance and operation of property	118,860
Total operating expense	<u>\$2,140,546</u>
EXCESS OF INCOME OVER OPERATING EXPENDITURES	\$ 419,572
OTHER DEDUCTIONS:	
Provision for management information system	\$
Provision for major building repairs	
Provision for other replacements and additions to property	65,000
Total other deductions	65,000
EXCESS OF INCOME OVER EXPENDITURES	<u>\$ 354,572</u>

Behind every positive thought lurks a negative one.
How you deal with these negative thoughts can make you a winner or a loser.

10 SURE-FIRE WAYS TO FAIL

by Marjorie Stradinger

More than 40 years ago C.S. Lewis wrote a book called *The Screwtape Letters*. The book was a series of letters from a senior devil to a junior devil. In the letters the elder devil trained the younger one in the art of temptation.

The book sold well because it revealed the secret fears, the common pitfalls faced by every convert to faith, every believer. Of course, it was not the intention of Lewis to train devils. His point was to expose the doubts and fears we face, the things that undermine. Many of these things are so subtle that we're not even aware of them.

I suggest that behind every success there is a potential failure. Behind every

positive thought lurks a negative thought.

Shakespeare put it like this: "Our doubts are traitors, and make us lose the good we oft might win by fearing to attempt." Sometimes in stating the positives, those subtle traitors or "devils" can creep in and destroy the very lifeblood of a person who has the right basic ideas and thoughts, but who has not learned to control destructive shadows.

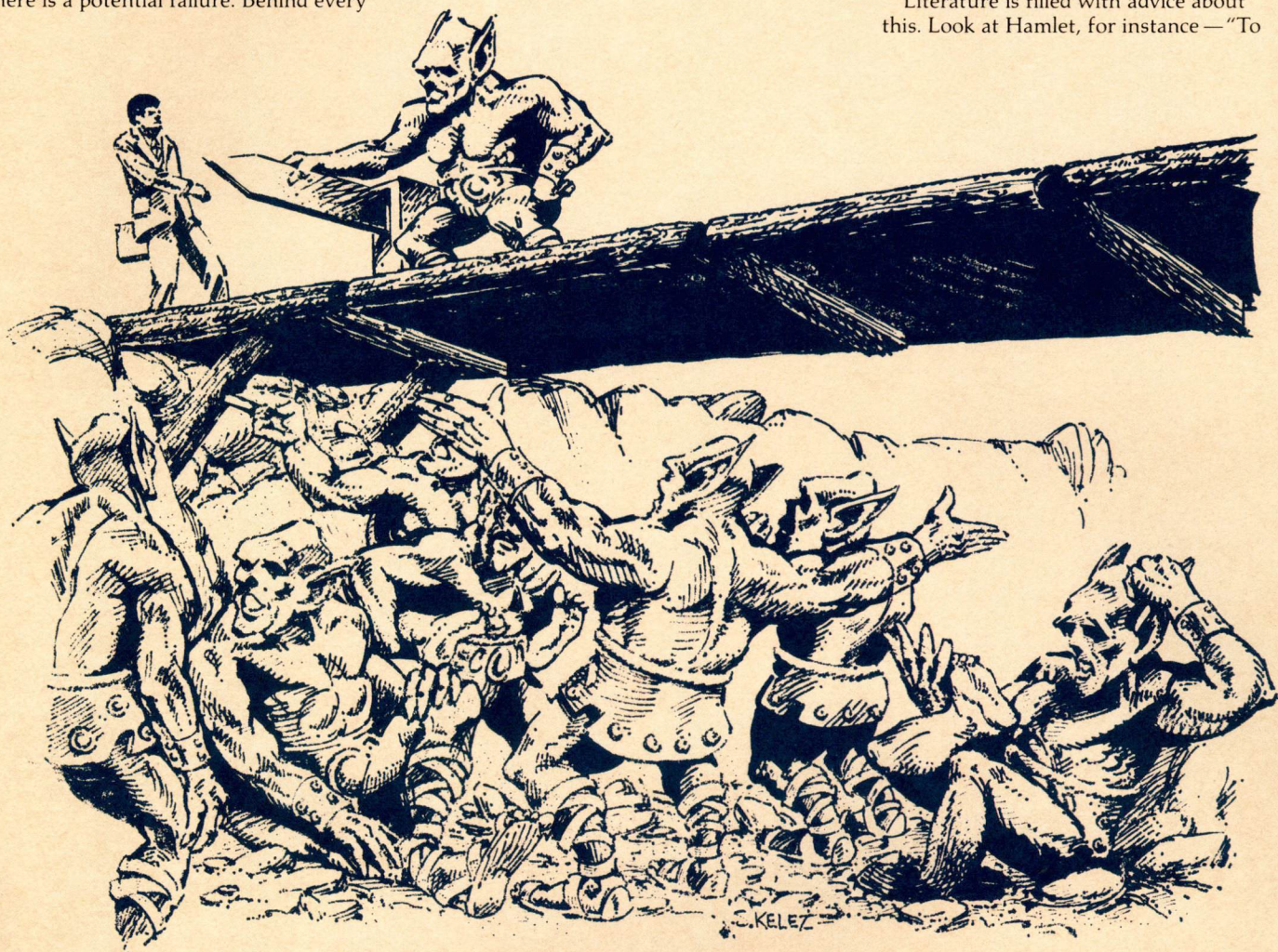
I have created the following manual, "10 Sure-Fire Ways to Fail," which could be subtitled "The 10 Subtle Destroyers Most Often Sabotaging Our Best Efforts."

I've given names to the 10 "trolls" to help you remember them. I will let you listen in to the way they talk, and I'll give you the keys to keeping them around if you are determined to fail. But I hope you read it with the humor intended and enjoy turning those dark sides around into the light.

Self-Perception

At the heart of every success or failure is the absence or presence of PIGGY-BACK. The success of this troll's sabotage efforts is based on the fact that no matter what your potential, no matter how brilliant, beautiful, experienced or loved you may be, if you perceive yourself to be a failure, you will be.

Literature is filled with advice about this. Look at Hamlet, for instance — "To



MANAGING YOUR IMAGE

by John Whitmore, DTM

One of the most amazing aspects of communication is the way your words and expressions reveal the regard you have for yourself and the world around you. Consider the following dialogues:

Dialogue One

Q. So what did you do before you moved to Atlanta?

A. Lived in Washington, D.C. You know, everyone who wants to be someone comes to Washington to look for a job. So I accepted several opportunities to work in sales and really enjoyed it. But I'm glad I moved to Atlanta.

Dialogue Two

Q. So what did you do before you moved to Atlanta?

A. Lived in Washington, D.C. It was so frustrating! I couldn't find a job to save my life. It was terrible. No one would hire me. So I took a few jobs as a sales clerk, but I hated it. Thank God I moved to Atlanta!

Both of these dialogues involve the same person and the same experiences, but you are left with two very different impressions, aren't you? The first dialogue presents the experience in a positive light while the second shows it in a negative light. Now for the question you never consciously ask: What do you think about the respondent in dialogue one as compared to the one in dialogue two?

Covert Messages

In the words you choose and your vocal and visual expression are hidden clues which your friends and associates pick up on in formulating an impression of you. In dialogue two you hear the words *frustrating*, *couldn't*, *terrible* and *hated*. These words convey reaction and stress. In dialogue one you find the words *opportunities* and *enjoyed*. These words convey enthusiasm and growth. So as you size up the respondent in each story you develop a different impression about his or her outlook on life, capacity to assume new responsibilities and even whether working with that person would be pleasant.

But the image you project is far more sophisticated than simply positive or negative. It involves values, interests and standards of conduct. In the past this was called bearing. Today we call it "knowing where you are coming from."

Values. Values represent the significance you associate with your beliefs.

Note that I did not say intensity, but significance.

Suppose a person states, "We are a nation of immigrants. As these immigrants became part of our society each one had the opportunity to pull himself up by his bootstraps and make a meaningful contribution to our nation's future." From these words you can detect clues about the speaker's sense of values and the importance he or she attaches to them. How sensitive are you to the values implied in your communications with others? Do you know how they appear to others?

Interests. Much of your communication concerns subjects in which you are knowledgeable and that you like to talk about with others.

Now consider the following statement: "Well, I can tell you about television because it's been a hobby of mine all my life. Out of the variety era of the middle 1950s came a new sense of direction in television programming — westerns, police shows and medical shows, and that's the way it was." What does this statement tell you about the person making it? A critical success factor in any communication is your willingness to accept the knowledge other people have with the perspective of enhancing knowledge and vision, and to share your own knowledge in the same spirit. No one likes to be told what to think. In your communications, do you present your information as undisputable or are you open to other people's ideas and opinions?

Standards of Conduct. This refers to excellence of behavior. Behavior is the way you interact with others — whether you pay attention and respond to other people and consider their feelings and needs. High performance in these areas is respected and shows selflessness on your part. How do you measure up?

Discovering Yourself

Earlier I separated intensity from values because intensity actually applies to the whole spectrum of your image. Again, our viewpoint is how others see us. Some people come across as passive while others seem to be world-beaters. Some seem to make their way through life as if it were a war, while others appear to simply be along for the ride. How do people see you? How do you know for sure?

It's rare to find a person so in tune with himself or herself that he knows how he appears to others. If you do run into such a person, it is unlikely that person will be able to tell you how he acquired this knowledge. And emulating that person will not help you build a better image. But I've got some suggestions that will help you in your search:

- Find a confidant whom you respect for having a wholesome image and who is skilled in being a sounding board. By sounding board, I mean a person who can discuss with you your own words and actions as they may be seen by others and who would be effective in helping you move past your own personal defenses so you can discover the origin of your feelings, thoughts and actions.

- Take time to put together a daily diary of important communications events. Transcribe the flow of conversation word for word. Then, after a break, review what you wrote from the perspective of the image the other person received. Be careful not to fool yourself by injecting your intent into this review. Be totally objective about how you were received.

- Build in your mind an expectation of yourself as you would like to be seen by others. As this image of yourself takes shape, your mind will begin to orient your attitudes, beliefs and behavior to bring that image into reality. But this will happen only if you commit yourself to it and make the time available to work with it.

Many people wonder how honest this process is. Certainly it can be abused when all you are trying to accomplish is to make your public image more palatable to others. But if you are genuinely concerned about becoming someone new, the process no longer constitutes an abuse. It becomes a personal growth experience which offers a sense of well-being and accomplishment. This development of your image by you is not a part of your life that has a beginning or an end — it is with you always. The questions are, how conscious are you of it and how much attention do you give it so it will work in your best interests?

John Whitmore, DTM, is governor of District 14.

thine own self be true."

The principle is simple. You can never really succeed until you know and like yourself. As long as you prevent that, you are on your way to failure. That's where PIGGY-BACK comes in. He talks to himself like this:

"I wonder what so and so thinks."

"I'm sure I could never close a deal that important."

"This is going to be another lonely weekend."

"I never seem to do anything right."

"They'd probably rather I didn't show up anyway."

"Nobody likes me."

KEY: The secret to keeping PIGGY-BACK where he wants to be is to convince yourself that you are no good and that your opinions don't count. Take a vote, take a poll, and never let yourself spend any real time discovering yourself. Follow the crowd. It's a cinch that you can't be right about anything, so if you continually survey everyone else you'll never be in danger of standing out or being different.

Put this character on your back. He's used to riding there. The weight of self-doubt, self-hatred, self-contempt, and all the other burdens he brings will keep you well-protected against finding out that you are a whole, desirable person capable of achieving anything you want.

PIGGY-BACK may have crept in a long time ago, and maybe it wasn't your fault. But should you ever discover that you are not so different from everyone else, that you have the same fears, doubts, AND capabilities as the next person, PIGGY-BACK has lost his game.

The next villains, THE DOWNERS, are devastating. They travel in groups. They're always there in the nick of time; they never miss a cue. You may not hear from them for months, but just when things are beginning to stabilize or even improve, they surround you — because you have gathered them.

THE DOWNERS are your negative friends. They're losers, complainers, grumblers and gossips. They can be friends, co-workers and often family. They spend your time, your money and your energy. They are jealous of anyone who is doing well.

THE DOWNERS tend to be sickly. "I'm not well" is the excuse many of them have used for years.

They call you when you are busiest and drain you with hours of useless drivel. They create confusion and they never have time to help. They are all talk and no action. But their timing is such that they are, mysteriously, always there when you wish they weren't.

Their dialogue is filled with warnings against what you are doing:

"Are you sure you're doing the right thing?"

"Do you think you're going to get

somewhere like that?"

"I don't know, but it's your neck."

"You never seem to have time for your friends anymore."

"I have a better idea. Why don't you do it like this?"

"That's going to set you back a bundle."

KEY: Never let THE DOWNERS know they upset you. Never hurt their feelings by letting them know you're tired of their draining effect on you. Listen to them. Let them waste your time and energy. You don't want to be impolite:

If you should ever set them straight, they will probably leave you or come around less often. That would give you time to develop positive friendships.

Mental Talk

You've met BABBLE before. Some have called him "self-talk," others refer to his mental tapes or "scripts."

We have been programmed from childhood with "talk" that runs through our minds as we work, share and play. Self-talk is critical in our ability to overcome failure OR to overcome success. Yes, that's right, BABBLE can help us to overcome success.

You can never really succeed until you know and like yourself.

BABBLE's dialogue is sometimes simple and sometimes complex:

"I can't do it."

"I don't have time."

"I'm afraid."

"I've never done that before."

"If I can't win I won't play."

"It's not my fault."

"I'm not a _____" (Select one: socializer, sales person, public speaker, etc.)

You may notice that BABBLE almost always focuses on himself, always in the negative and always "I." In fact, he sounds a lot like PIGGY-BACK. He gives voice to many of these villains who, without his help, would remain silent.

KEY: Keep BABBLE's script as negative and "I"-centered as possible.

If you should ever focus on the task to be accomplished or the relationship to be built and give up self-defeating talk, your behavior will begin to match the positive as surely as it has the negative.

WARNING: BABBLE can be trained to run positive tapes through your mind, conquering all tendencies toward failure.

MIRAGE. Ah, he's a fascinating character. MIRAGE has many faces. In fact, he has a face for every occasion. He concentrates on facade, the outer shell, appearance. His favorite lines include:

"Keep 'em guessing."

"Pretend."

"If they see the real you, it's all over."

"Fake 'em out."

"Just agree — don't make waves."

"Who will find out? Who will know?"

"Don't let down; keep up the image."

KEY: Never think about how you really feel. Give full concentration to the way things look. Don't ever let that outer shell crack, or they will find out that you are only human, a mere mortal.

Next there are the twins, HAZE and NUBBIN. They always go hand in hand, like goals and plans. They work together.

Successful people have clear goals, and they develop plans carefully. But failures can't afford clarity and planning. They must keep goals as hazy and unclear as possible, and all plans must be started and left incomplete like the NUBBIN — ears of corn that have never filled out into juicy, sweet kernels worth eating. The babble of these twins goes like this:

"I'll do it tomorrow."

"I'm not sure, I'll call you later."

"Let's not rush into anything."

"I don't know what I want. There's nothing I'm interested in."

"I've changed my mind; I won't be able to do it after all."

"It's not working."

KEY: Never clarify. Never make plans concrete. Never put anything down in black and white so you can see where you're going and how you'll get there. Keep repeating things like "It's not working," to emphasize that IT is at fault and not you. Keep everything long-range and undeveloped. Remember, it's the day-by-day, step-by-step people who make it.

Freedom Fighter

If there were no other terrible trolls on this list, perhaps the best friend of failure, ONE FOOT, would be enough.

ONE FOOT isn't in and he isn't out. He half-heartedly agrees to the plan, but makes sure never to commit, for commitment to any goal is one sure way to achieve. ONE FOOT never takes chances. He works only on guarantees. Since there are no guarantees in this life, ONE FOOT is safe.

He feeds on cliches. His favorite is "Nothing ventured nothing lost." Others are:

"Never put all your eggs into one basket."

"Give up before it's too late."

"Don't knock your head against a brick wall."

"Don't pin yourself down."

And, of course, the one named after him: "Always keep one foot out the door."

ONE FOOT thinks in terms of getting out. That way he defeats every good intention. Persistence, trust and perseverance are all foolish to him. After all, if you keep on trying, hurdling difficulties, you'll find yourself stuck with it, totally committed. ONE FOOT knows no such willingness to stick to it.

KEY: Simply keep yourself free of all personal and career entanglements. It never occurs to ONE FOOT that any goal worth creating is a goal worth striving, even sacrificing, for.

LYE is the most insidious of all the fellows. He eats away at our insides in the name of all that is good. His characteristics are worry, guilt, anxiety, fear, blame and rationalization.

He says, "Always expect the worst, and you'll never be disappointed." Although you may begin with a positive goal and the best of intentions, LYE sweeps in with a kind of questioning that keeps fear and insecurity in the forefront:

- "But what if I fail?"
- "What if it doesn't work?"
- "I shouldn't have done that."
- "You shouldn't have done that."
- "It would have worked if so and so/such and such hadn't interfered."
- "I'm just trying to make sure everything goes right."
- "It's all my fault."

KEY: Never take that plunge of faith. Remember, it is faith, hope and risk-taking that separate the really successful person from everyone else.

SNEER is a strange pal. He specializes in attitudes. The idea of enthusiasm, that gung-ho attitude some of those positive thinkers have, just leaves him cold.

SNEER practices an "I don't really care" stance. That way no one gets hurt, no one knows. SNEER is also preoccupied with communicating in a way that gives him the upper hand: "If they are not sure what you mean, it will give you the edge." This way he attracts a clever variety of cohorts, although their ethics may not be all they should be. But at least he's nobody's fool.

SNEER labels everybody. He considers anybody who doesn't do it his way to be a jerk, turkey, crook, sucker or idiot.

Some of his wisecracks are hard to quote, because he tends to confine himself to common language. It's his tone of voice, almost always sarcasm, that gives him his style:

- "Sure you are."
- "Who, me?"
- "Don't get involved."
- "It's not worth it."
- "You and who else?"
- "There's nothing in it for me."

KEY: Deaden all your natural enthusiasm and excitement about anything and anybody. Don't ever let those bubbly positives, those alpha waves, get through that icy exterior. We all know how well things might go given that kind of momentum.

The Victim

WISH, poor WISH. What a sad little fellow — but, oh, what devastation he

perpetrates. WISH never takes responsibility for what has happened, what is happening, or even what will happen. He wishes his life away — wondering, pining, and recounting the lost, stolen, unfortunate events of his life. He is the perennial victim. It's never his fault; it's just that people, time, circumstances, etc., were never on his side. He's down on his luck, down in the dumps, downtrodden and downright miserable. The dialogue is too familiar:

- "If only it had been different."
- "I wish I could just get a break."
- "It's not my fault."
- "They won't let me."
- "That's just the way it is."
- "I can't help it."

KEY: Never let WISH decide to accept responsibility. Taking charge, getting control would radically change everything. The secret to keeping WISH around is simply remaining passive. He'll never know that you could decide much of your destiny if you would only become an active, definitive person.

Finally, there is BARB. BARB is an island. He cannot, will not accept help or friendship from others. He's terrified of the "rip-off." He practices distancing — keeping others at arm's length — by putting up barbs whenever anyone gets close. He follows Robert Frost's philosophy of "Fences make good neighbors" except he believes that if fences are good, walls are better.

His pride prevents him from ever being on a team or part of a creative circle. He works and lives alone, no matter how many people are around him.

- His solitary language is stiff and simple: "I'll do it myself."
- "I don't need anybody."
- "Leave me alone."

He may say that in assorted words and gestures, but the message is always the same: "Leave me alone."

KEY: BARB's takeover and maintenance is accomplished by a hardening of the heart. He believes that if he is never vulnerable, he will never get hurt. Human flaws like sensitivity, caring and love are sure to smooth the barbs, and these must be shunned at all costs.

These 10 trolls under the bridges of life are the friends of failure. They are tenacious and ugly. And, although they seem very familiar, they often slip by our awareness.

Keep them around and hold them close if you enjoy their company. But, should you ever tire of their draining, defeating companionship, the key to tossing them away is often as simple as a billy goat getting tough, standing up to them and ordering them to depart.

Once you can see them and recognize their work, it's your choice. 🗣️

Marjorie Stradinger is a writer based in Orange County, California.

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Hall of Fame

DTMs

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

Paul F. Guttmann

Anaheim 2-F, Anaheim, CA

Ella Applegarth

Inglewood 114-1, Inglewood, CA

Lois Bennett

Redwood City 2881-4, San Mateo, CA

Robert A. Kadow

Oregonian 1226-7, Portland, OR

William R. Newgent

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

C. Thomas Kimball

International City 2880-23, El Paso, TX

Harry Polly

Daybreakers 2899-25, Dallas, TX

Don F. Coleman

Argonne 128-30, Argonne, IL

Robert F. Happel

Ellsworth Park 2745-30, Downers Grove, IL

Bettye Lewis-Underhill

Chelmsford 4031-31, Chelmsford, MA

Norman Young

Condada Norte 903-33, Atascadero-Paso Robles, CA

Roger Langley

Monument 898-36, Silver Spring, MD

John W. Vrabel

Jacksonville 3478-37, Jacksonville, NC

Edmond J. Benoit

Orlando Conquerors 1066-47, Orlando, FL

Judith Anne Bartlett

Wairoa 3047-72, Wairoa, NZ

Rafael P. Ramirez

Calmecac 4329-U, Guadalajara, Jalisco, Mexico

ATMs

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

Maurice Roberson

Saturday Morning 797-F, Riverside, CA

Eugene L. Holder

County Employees 1166-F, San Bernardino, CA

Barbara J. Brand

Riverside Breakfast 1348-F, Riverside, CA

Mary Keeley Chesbrough

Ontario-Upland 1506-F, Cucamonga, CA

Suzanne Budovec

Ontario-Upland 1506-F, Cucamonga, CA

Carl E. Abe

Capistrano Valley 1707-F, San Juan Capistrano, CA

Richard Villalobos

Los Padrinos 2110-F, Rosemead, CA

Thomas A. Peterson

Covina Breakfast Club 2387-F, Covina, CA

Dolores Howe

West Fullerton 3060-F, Anaheim, CA

Lorraine V. Fitzpatrick

Rockwell-Anaheim Bicentennial 3798-F, Anaheim, CA

Mary Riordan-Alamillo

Mun-E-Men 2732-2, Everett, WA

Robert A. Pendleton

Speaking First 355-3, Tempe, AZ

David F. Ravetti

The Magic Word 2407-4, San Francisco, CA

Glen L. Rupp

Saratoga 3572-4, Saratoga, CA

Mitchell Gitz

Wordmaster 1275-5, San Diego, CA

Gail A. Mallory

Adventurers 2538-5, San Diego, CA

Stew Thornley

Spirits of Babbage 3417-6, Minneapolis, MN

Deryl A. Peters

Sunrise 1492-7, Portland, OR

Lloyd E. Strand

Dallas 1933-7, Dallas, TX

Phil Vonder Haar

South County 1957-8, St. Louis, MO

Bob P. Corwin

Evening 3804-8, Cape Girardeau, MO

Ralph N. Akin

Lamplighters 449-9, Spokane, WA

H. Maxwell Seebeck

Evergreen 486-9, Spokane, WA

Arthur G. Felts

Towne 443-10, Canton, OH

Janice Fenstermaker

Towne 443-10, Canton, OH

John J. Wolf

Lunchtime Linguists 1472-10, Warrensville Heights, OH

Carl M. Viena

Galion 3062-10, Galion, OH

Richard L. Gibson

Irvington 199-11, Indianapolis, IN

Thomas Alan Donelson

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St. Louis, MO — Fri., 11:30 a.m., Peabody
Coal Company, 112 N. Fourth, 8th Fl.
(342-3400, x 791).

4962-21 Rocky Mountain
Canal Flats, B.C., Can — Wed., 7 p.m., Gish
Mountain Village, Highway 93195
(B 342-6935).

4965-29 Mississippi Power Employees
Gulfport, MI — Wed., noon, Mississippi
Power Co. Auditorium, 2992 W. Beach Blvd.
(868-0532).

4961-31 NEEP
Burlington, MA — Tues., biweekly, noon,
New York Life Conference Room, Bldg. 15,
New England Executive Park
(864-5770, x 4953).

4967-35 Square D
Milwaukee, WI — 1st & 3rd Mon., 4:25 p.m.,
Square D Co., Advanced Education Center
(332-2000).

4966-42 Aimcrier
Edmonton, Alberta, Can — Thurs., 7:30 p.m.,
Army Navy Club, 12611-127 St. (466-6930).

4963-43 Speak Easy
Memphis, TN — 2nd & 4th Wed., noon,
Bechtel Energy Corp., 889 Ridge Lake Blvd.
(685-3400).

4969-56 Exxon Chemical Communicators
Houston, TX — Thurs., 11:45 a.m., Exxon
Chemical Americas Headquarters, 13501 Katy
Freeway (870-6338).

4968-57 Mervyn's Retailers
Hayward, CA — Tues., 5:15 p.m., Mervyn's,
25001 Industrial Blvd. (786-8519).

4964-62 The Oldsmobile
Lansing, MI — 2nd & 4th Tues., noon,
Oldsmobile, 920 Townsend St.

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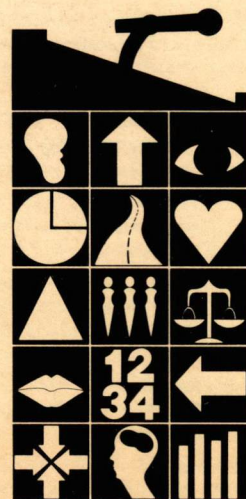
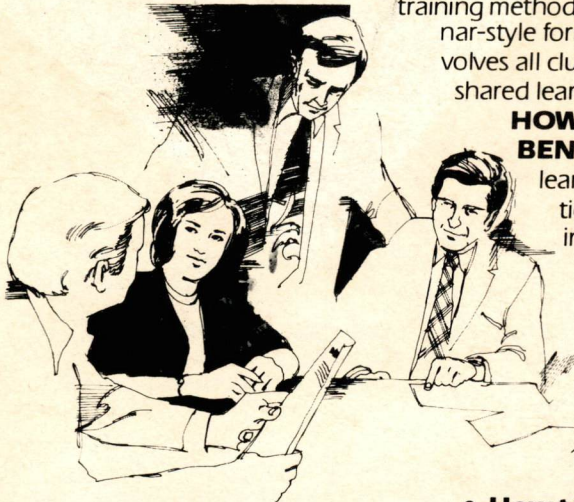
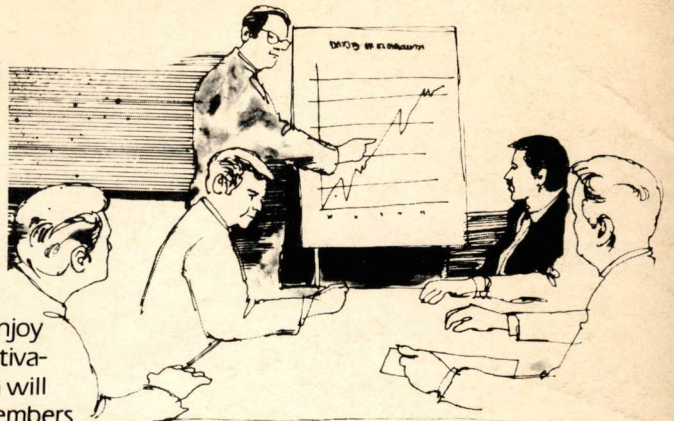
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