

NOVEMBER 1983

THE TOASTMASTER

CHANGE

FAMILY

AGE

CAREER

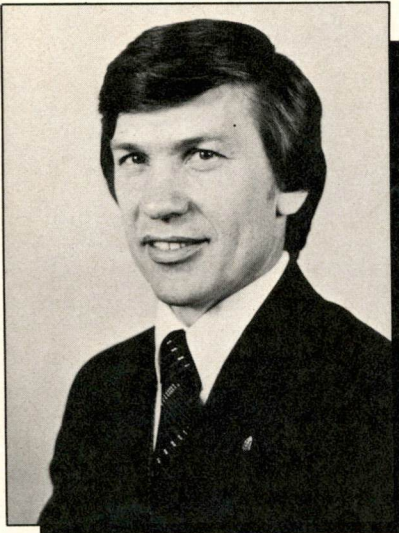


Peter D'Angelo

Special Issue:
Meeting the Challenges of Change

The Power To Change

Several members of my family attended the International Convention in San Diego. They were impressed with the convention and especially complimentary of the Toastmasters they met. My brother, Willie, said, "I can see now why you speak so highly of this organization." Then he asked, "How does the Toastmasters program work?"



"I'm not a professional salesperson but I certainly recognize an open door when I see one! I explained what takes place at a typical Toastmasters meeting, including the purpose of each segment of the program. He nodded understandingly but then said, "There has to be something more to it--the people I've met at this convention aren't just good speakers, they are interesting and impressive people. What's the secret?" I then explained the different phases that our members go through from the time they join until they become the kind of people that he met at the convention.

Phase I--The development of communication skills. I told him that World Headquarters had just completed a survey of our members which showed once again that a majority of our members join because they want to improve their communication skills. That's the first phase, and the one that is so well recognized around the world that it has become the Toastmasters trademark.

Phase II--The development of leadership skills. After they have been members for a while, they are ready for the leadership phase. I explained that club and district officers are provided with leadership training sessions, and have the opportunity to learn and practice sound management methods.

Phase III--Personal growth. Throughout the communication and leadership phases, our members become more skilled and comfortable in their various communication and leadership roles. As a result, their self-confidence and self-esteem also increase--they begin to experience personal growth. At this point they are ready to move into the final and most important phase of their Toastmasters experience.

Phase IV--The power to change. I emphasized that the most important and most valuable aspect of the Toastmasters program is that it gives people the means and the power to change. This is what all of the communication and leadership development and the confidence-building leads up to and prepares us for. No doubt this is what our founder, Ralph Smedley, had in mind when he stated, "Toastmasters can help you become the person you are capable of being." I was surprised when Willie asked, "Is the power to change what you are trying to get across with your theme, 'Experience the Power of Toastmasters'?" I said yes. He then asked my favorite question: "What does it cost?" I said, "Twenty-four dollars a year plus club dues," and went on to explain what our members receive for their money. He laughed and said, "Get serious. You can't provide a program like this for that little money." Then it was my turn to laugh.

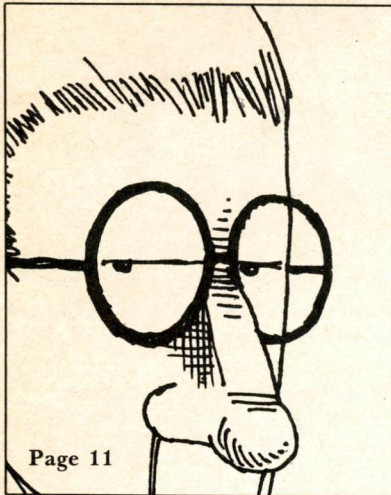
By then it was time for them to leave. If you are wondering why I didn't invite my brother to join, the answer is simple. He has always been able to recognize a good investment when he sees it. Before this year is over, I expect he'll not only be telling others how the Toastmasters program works, he will also be explaining what it means to him to "Experience the Power of Toastmasters."

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Page 11

FEATURES

5

Coping With Growing Older

by Thomas Montalbo, DTM

10

"We've Got To Let You Go"

by Ralph Aiello

11

Are You Up-To-Date or Obsolete?

by David K. Lindo

13

Managing the Stress of Change

by Dr. Nina Harris, DTM

18

How To Complain

by Carol Lee Morgan



Page 25

DEPARTMENTS

4

Letters

12

Word Wisdom

27

Hall of Fame

19

TI Board Report

21

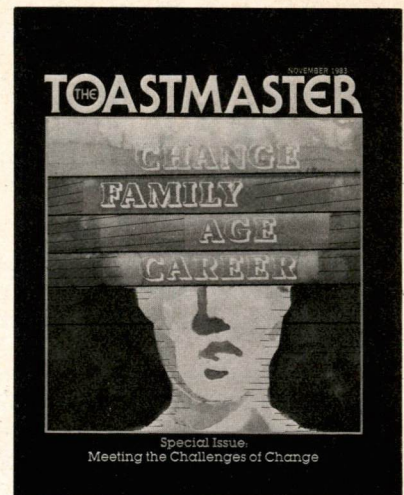
How To Save (or Switch) Your Career

by Freda Grones

24

The Two-Paycheck Couple

by Beth Bauer

Special Issue
Meeting the Challenges of Change

COVER

Life moves so quickly that it's often hard to keep up with, much less face and understand, the changes that are happening to ourselves, our families and our careers. But if we are to grow we must confront change and manage it--before it controls us. Each article in this special issue will help you meet the challenge of change... and put you on the path toward fulfillment and success.

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LETTERS

The Nuts and Bolts of Toastmasters

May I congratulate your staff, as well as the several writers involved, for the excellent issue of *The Toastmaster* for August.

The articles were to the point and addressed most of the problems members of our Toastmasters clubs encounter in their programs. They expressed the nuts and bolts of our wonderful program in language we could all understand.

Having known Dr. Smedley personally as long as I did, I am sure he would applaud your effort because he was always emphasizing factual and useful information for our members.

Perhaps a bit more of this sort of treatment would be welcomed, along with the professional self-improvement articles you have done so well with in the magazine.

Thanks again, and keep up the good work!

*Frank I. Spangler
Past International President
North Fort Myers, Florida*

The Base on Which To Build

After many years in the field of education and training, I now believe Toastmasters' structured programs are the best means to assist the management team of any institution in developing effective communication skills.

Our hospital, St. Elizabeth Hospital Medical Center, has had a club for two years. We have had a significant number of people complete the basic manual, and most of them are well along in the advanced manuals.

We are often asked why we have a Toastmasters club when we could use

other means of developing our management team. Our response has been that the Toastmasters organization provides us with the structure necessary to develop communication skills. These skills progressively build the leadership needed to function in leadership roles. In addition to skill-building, esprit de corps develops. People who participate in our club have closer ties and know one another much better than they did prior to the institution of the Toastmasters program.

Our club meets weekly, which provides more frequent opportunities for members to work through the manual. Thus, interest remains high. Our administrator, though not a member, is supportive and encourages us to keep the program going.

After our experience, we are convinced that our hospital is well served by the Toastmasters program. We believe the contacts made with other clubs and individuals broaden our horizons, and we invite other people in the community to join us if no other clubs meets their needs. If improving communications in organizations is as significant an aspect of smooth-running institutions as most managers believe--and may be the biggest single problem of management--then Toastmasters can provide the base of educational support on which to build. Every business, industry or service institution can profit from the skill training available through the Toastmasters program.

*Harold Trout
Director, Educational Services
St. Elizabeth Hospital Medical Center
Lafayette, Indiana*

Keeping It Clean

I wish to take up the so-called "blue material" controversy that has aired

recently in your pages.

Three years ago my wife and I took a Caribbean cruise. Shortly before the cruise was over, the cruise director organized a voluntary talent show featuring some of us passengers. I volunteered to do a 10-minute stand-up comedy routine.

At the auditions, the cruise director called me aside and advised me that "this is a family situation and no place for locker room humor." Apparently the director had had problems with previous performers who, with a few drinks under their belt, had forgotten this rule, much to his chagrin. When I replied that I have been a Toastmaster for 10 years, he was obviously relieved and did not need any further assurances that my material would be clean.

He was right. I found enough material about the foibles of life aboard a cruise ship to fill three or four 10-minute comedy routines, without any blue material.

It was the greatest compliment I ever got.

*Alan Neal
Riverside, California*

Reflections On a Great Convention

Toastmasters International must be very proud of the exceptional educational seminars at the San Diego convention. The Toastmasters in Founders District were very impressed with the quality and caliber of the speakers. It is my opinion this convention was the best ever.

Everyone I spoke to was enthused and motivated to attend next year's convention. Orlando, here we come!

*Myra Obert, DTM
Governor, Founder's District
Pomona, California*

IT'S NOT WHAT HAPPENS TO YOU,
BUT HOW YOU REACT TO WHAT HAPPENS.

Coping With Growing Older

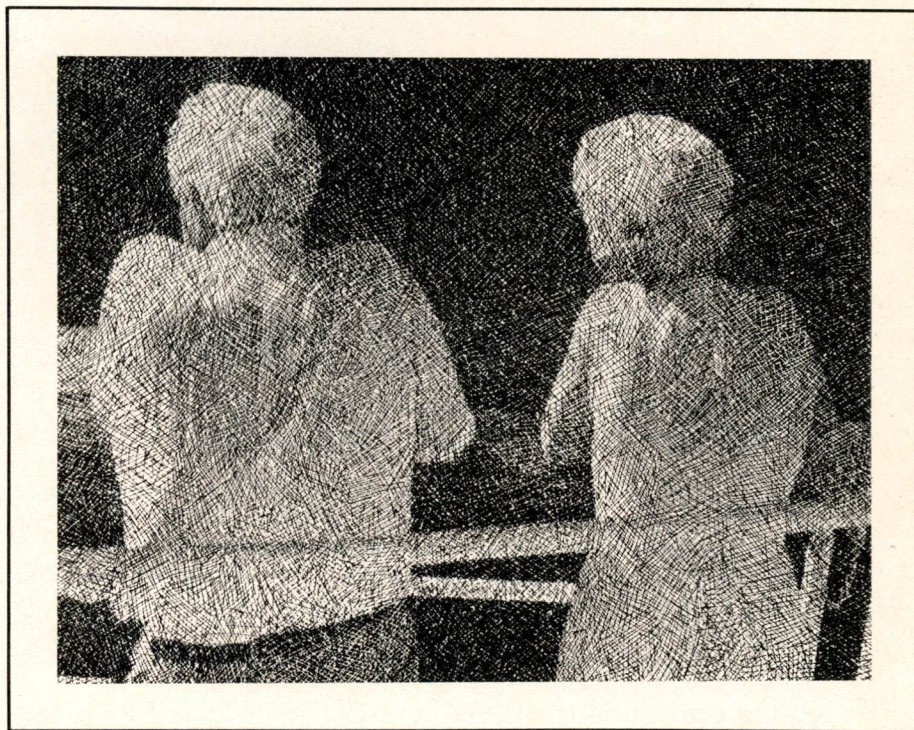
by Thomas Montalbo, DTM

Is age irrelevant? Is it a reliable index of physical and mental condition? Is it a myth that growing older creates problems you can't cope with?

"How would you act if you didn't know how old you were?" asked Leo Buscaglia, author and lecturer. Answering his own question, he said, "I bet you'd be acting a lot younger." In his book, *Living, Loving and Learning*, he writes: "We have a big thing about age. I will never tell anybody how old I am. I think it's a hangup. . . the minute we attach an age to you, you're supposed to behave like something. . . And when you hear yourself saying, 'I'm too old for that,' you're also closing doors. You're never too old for anything! Because age is in your head, nowhere else."

"How old would you be if you didn't know how old you was?" asked LeRoy (Satchel) Paige, who is in the National Baseball Hall of Fame. He had pitched for 22 years in the Negro leagues before he started his major league career at age 42. Although professional baseball players reach their peak at about age 30, he thought age didn't matter. Even in his 60s, still lean and hard-muscled, he struck out batters in fast competition.

At age 65, when most people retire, Winston Churchill became Prime Minister of England, strode briskly to the podium in the House of Commons and delivered his famous "blood, sweat and tears" speech with vigor and vitality.



Ronald Reagan, at 72, is the oldest U.S. president, yet he looks, walks and talks like a robust man of middle age.

Eloquent public speaker Norman Thomas, many of whose reform proposals became law, continued to speak out several times a week until he died at age 84. Congressman Claude Pepper, at 82, "gets better and more powerful with age," according to a recent *Time* magazine cover story. "If there is a

key to Pepper's vitality, it is that he enjoys his work and has never lost his passionate concern for people and issues."

Oliver Wendell Holmes Jr. became U.S. Supreme Court justice at age 61 and served until he was 92. Arturo Toscanini memorized the complete score of an opera in two days at age 85 and conducted his last orchestra at 87. Albert Schweitzer personally took

care of patients in his hospital in Africa until he died at 90. Novelist Victor Hugo continued writing till age 81. Giuseppe Verdi composed operas in his late 70s. Artur Rubinstein gave piano concerts well into his 90s. At age 91 Eamon de Valera was president

achieved because they were geniuses or geniuses because they achieved? Thomas Edison, who produced over a thousand inventions, defined genius as "one percent inspiration and 99 percent perspiration." His countless experiments often failed but he persisted,

their own way. Here are a few examples:

- A 90-year-old television broadcaster recently signed a three-year contract to continue doing what she has been doing all along: editorials, interviews and occasional half-hour specials.

- An 83-year-old man, a cafeteria owner for 50 years, says he expects to continue managing his two cafeterias until he's 95.

- A 61-year-old man ended a 25-year career as a family physician and began a new career as a personal investment counselor.

- A 56-year-old woman switched from a successful career in education as a college instructor in psychology and dean of women to a second career as a real estate sales executive.

- A 52-year-old man, after having spent ten years as a research chemist, felt stuck in a rut. So he obtained a counselor's job in a company with offices around the U.S. and overseas. Today, at age 69, he's the executive vice president of the firm.

In her ninth and newest book, *The Good Years*, 68-year-old Caroline Bird envisions after the year 2000 an ageless society full of people who refuse to feel old.

Dr. Ben Weininger, in the book, *Aging Is a Lifelong Affair*, says "Life has no age. If you feel 'old,' something has gone wrong in life, not with your physical organism, but with your emotions. If we understand ourselves properly and begin to see that life does not have an age tag attached, our lives can begin to be richer, with less stress, anxiety and fear."

What does all this mean?

Researchers believe that everyone's life cycle consists of certain stages during which common problems face us all.

Some consider each 10-year period of one's life as a separate stage. Others divide the life span into three major categories: childhood, adolescence and adulthood. Still others see distinct phases in each of these major divisions, though not as often as every decade. For example, they subdivide adulthood into youth, middle age and old age. "Youth" represents the early adult years, age 18 to 39. "Middle age" is prime time, age 40 to 64. "Old" includes the later years, age 65 and over.

A Continuous Whole

But setting specific ages at various stages of life is arbitrary and distorts reality. Life is a continuum--a continuous whole. Aging begins at birth and continues uninterrupted throughout life. People don't suddenly start to grow older at a prescribed or exact time such as on their 18th, 40th or 65th birthday. We all age day by day. Whatever your age,

“LIFE HAS NO AGE. IF YOU FEEL ‘OLD,’ SOMETHING HAS GONE WRONG IN LIFE, NOT WITH YOUR PHYSICAL ORGANISM, BUT WITH YOUR EMOTIONS.”

of Ireland. Pablo Picasso continued painting until his death at 92.

You may be thinking, "Those people are unusual. They kept on achieving as they grew older because they're geniuses. They're not models for ordinary people." But what causes genius? Who can say whether they

so his life is an excellent example of the "try, try again" motto.

Other Examples

Celebrities are not the only persons with determination, stamina and resourcefulness. There are hundreds of thousands of older persons who are unknown yet achieve and are productive in

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Only a handful of Toastmasters have what it takes to become Accredited Speakers. If you think you're one of them, write to World Headquarters for details on how to apply. **The deadline for the 1984 program is December 1, 1983.**

you're always getting older. But growing older doesn't mean automatically falling apart.

In growing older, changes take place at different times for different individuals. The process is slower than you think and can even be retarded by a sensible lifestyle. Heredity plays a part in how we, as individuals, grow older. So does the influence of other factors, such as smoking, drinking, physical and mental activities, and environment. Some men become bald in their 20s, others much later or not at all. Some persons need eyeglasses in their 40s but others may require them earlier, later or never. A 65 year-old person and an 80-year-old are as different in needs and wants from each other as from the person of 35.

What's rational about using age 65 as the cutoff point for old age? What does age have to do with retirement? Some persons feel old at 40 and some feel young at 80. The Social Security law of 1935 set 65 as the age for retirement. But a national law passed in 1978 eliminated any mandatory retirement age for federal government employees and raised it from 65 to 70 for workers in private industry.

Some researchers cite "middle age" as 40 to 55 and others, 45 to 64. Blue collar workers consider themselves middle-aged at 40 and old at 60, while white collar workers and professionals see themselves reaching middle age at 50 and starting old age at 70. Athletes lose their "youth" around age 30.

Speaking of her marriage to actor Humphrey Bogart, actress Lauren Bacall said, "When I married Bogie, I was 18 and he was 50, but that meant nothing to us ever." When Bernard Baruch, financier and public official, was 85 years old, he said, "To me, old age is always 15 years older than I am."

So the way people experience growing older is a personal, subjective and individual process. Aging is like other challenges we face throughout our lives: graduating from school or college, starting a career, getting married, raising a family, seeking promotions, undergoing illness, accident, divorce, remarriage, career change, retirement or widowhood. Each of these occurrences is an emotionally significant event or radical change of status and a potential crisis in any person's life.

The Chinese write the word "crisis" in two characters, one meaning "danger" and the other "opportunity." Which way the crisis turns hinges on how you handle it. That depends on your attitude. Your attitude is the main thrust in coping with growing older, as it is the key to success in your career, marriage, or anything else. Research shows that

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attitude is more important than even skills, techniques or knowledge.

"People are about as happy as they make up their minds to be," is the way Abraham Lincoln summed up

SETTING SPECIFIC AGES AT VARIOUS STAGES OF LIFE IS ARBITRARY AND DISTORTS REALITY.

attitude. Buddha said, "The mind is everything. What you think, you become." Management expert Peter Drucker says, "The one resource that is truly under your control is yourself."

The decisive factor in coping with aging--or anything else--is not what happens to you, but how you react to what happens. The effect that failure, sickness, accident and handicap have

on you is often determined by the way you meet those conditions. If you have a pessimistic attitude, you find something negative in almost any situation. If you take the attitude that growing older means getting sick, you'll get sick. If you think old, you'll act old. If you say you can't give up smoking, you won't. Your attitude brings into play the law of expectancy and the self-fulfilling prophecy.

With a positive attitude, you generate interest and enthusiasm. These in turn overcome inertia, create determination and increase energy. That attitude motivated a 68-year-old retired salesman in Florida to do some research on older people. He discovered that many of the happy ones have three factors in common: (1) they inherited good genes from their ancestors; (2) they walk at least five miles every day; and (3) their hobby is gardening.

Since the first factor is hereditary, he couldn't do anything about it. Fortunately his predecessors had long lives with good health. But he did have control over the other two factors. To make sure he would walk enough, he gave up his driver's license. Now he walks or takes a bus practically

everywhere he goes. He studied Florida gardening at the local Senior Citizens Center, read all he could find on the subject and went on tours to various botanical gardens. Then he started out as a volunteer gardener for a large apartment building and soon became the resident gardener with pay. He says he has never been happier.

Laughter As Medicine

Humor is a great technique for coping with growing older. In a survey, a thousand persons aged 75 and older were asked the secrets of their long life. They put laughter near the top of the list. Opera superstar Beverly Sills, who retired from singing three years ago, writes in a recent issue of the Ladies' Home Journal, "Well, here I am at 54 in a new job, general director of the New York City Opera, and it's so challenging and pressured that it makes my singing career look easy . . . a sense of humor has been my salvation through the toughest times."

When Bob Hope, 80 years old, is asked, "What keeps you feeling so young?" he answers, "Laughter, the greatest wonder drug of all." Legend has it that hale and hearty Theodore Roosevelt, a happy president, was actually clocked by a reporter as having

an average of 100 boisterous laughs a day.

Editor and author Norman Cousins was stricken at age 52 by a crippling illness that doctors thought was probably caused by stress. He was on his back with all the bones in his spine and joints hurting. If stress had made him sick,

MAKE THE MOST OF YOUR PHYSICAL APPEAL BY BEING TRUE TO YOURSELF.

he wanted to see if laughter and other positive emotions would produce beneficial effects on his body chemistry. So he arranged to get some old movies, like those of Laurel and Hardy and the Marx Brothers. In his book, *Anatomy of An Illness*, he writes, "I made the joyous discovery that ten minutes of genuine belly laughter had an anesthetic effect and would give me at least two hours of pain-free sleep." Though his infirmities did not disappear overnight, he writes, "There was no doubt in my

mind that I was going to make it back all the way." In a few years he recovered. Then he wrote and lectured about his experience with laughter as part of the full range of positive emotions that contribute to well-being.

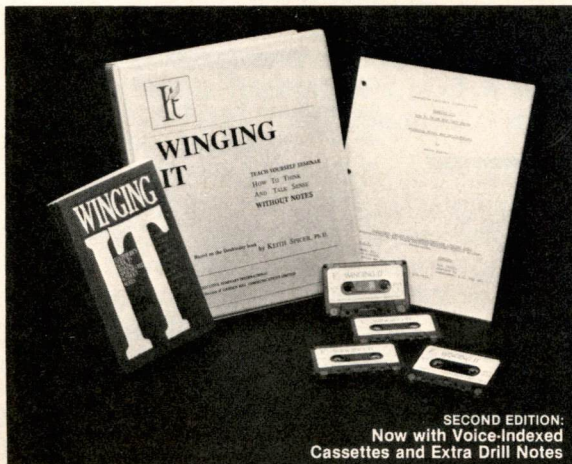
As you grow older, you may not have the gorgeous hair or smooth flesh of your youth. But that's not necessarily bad. Nature provides you with your own special physical appeal that suits your years. For example, 53-year-old Kaylan Pickford, a topnotch photographer's model recently profiled in 50 Plus magazine, attributes her success to her gray hair. "If I had dyed it," she said, "I'd be another head trying to look young and blonde." As for wrinkles, she said, "I have lines in my face and they tell of years in the sun, of sorrow and joys. They tell me that I have lived, and I am very much alive. But do I long to be the smooth-skinned, freckle-faced kid I once was? No, I long today for what I longed for then--to be the best I am able to be."

Shakespeare wrote, "This above all: to thine own self be true." Make the most of your physical appeal by being true to yourself. Any effort you make to enrich your personal appearance will succeed only if it's appropriate to you

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now and not when you were younger.

You may be saying to yourself, "That's well and good, but suppose you suffer from a sickness or disease which disables you?" Elaine Partnow in her book *Breaking The Age Barrier* tells how her dentist conquered arthritis. In her 40s the dentist was so severely crippled by arthritis that she couldn't raise her operating arm. Unwilling to let arthritis defeat her, the dentist "began researching and discovered that nutritional factors can affect the disease, so she changed her diet. She found that exercise would help, and began swimming every day. She thought positively. Today she has complete mobility in both her arms and is one of the busiest professionals in dentistry."

Grandma Moses, who produced some 2000 paintings shown throughout the United States and in Europe, first embroidered pictures in yarn. But at age 78 her arthritis prevented her from embroidering anymore. So she turned to oil paints. At 80 she gave a "one-woman" show in New York City which brought her fame. She continued to paint until she died at age 101.

Eleanor Roosevelt, at age 75, was asked what gave her so much energy. She replied, "Part of it is in not getting too self-absorbed. This becomes more and more important as one gets older. Inevitably, there are aches and pains, more and more, and if you pay attention to them, the first thing you know, you're an invalid." Psychologists confirm that social and mental sources of pleasure can ease physical discomfort. By submerging yourself in activities, you become too busy to be distracted by aches and pains.

Overcoming Handicaps

There are, of course, disabling afflictions that won't go away. Franklin D. Roosevelt was stricken with polio at age 39. He had little use of his legs and remained crippled throughout the rest of his life. Although paralyzed from the waist down, this limitation didn't discourage him from continuing his political career. Despite his paralysis, he became the only person elected U.S. president four times.

Composer Beethoven began his career as a concert pianist and soon was playing his own compositions. But the first signs of deafness showed up in his late 20s. As he grew older, his affliction became steadily worse. By his late 40s he was totally deaf and no longer able to perform on the piano. So he focused all his efforts on composing. Taking infinite pains over his compositions, he created perfect construction and

combined it with pure emotion. His deafness stopped his career as a pianist, but he didn't give up music. Instead, he concentrated on composing and intensified the power of his symphonies.

As you grow older, you can't always do what you like but you can usually do more than you think. With a positive attitude and common sense in watching your health by proper nutrition and exercise, you can make it possible to live an extended life, stay active and enjoy it--no matter what age you are.

George Burns is busier and more successful at age 87 than ever before in his life. "I can truthfully say that the idea of retiring has never entered my mind," he writes in his book *How to Live To Be 100--or More*. He could have retired at age 62 when his wife Gracie Allen retired at the closing of the famous Burns and Allen show. He writes, "And even today I don't have to do what I'm doing. . . I don't have to travel around giving concerts to thousands of people, making movies, doing television specials, recording country albums. . . I don't even have to write this book." But he declares, "I--will--never--retire! I firmly believe that you should keep working as long as you can. And if you can't, try to find something that will interest you."

Those are also the sentiments of Roy Fenstermaker, 70-year-old winner of the 1983 Toastmasters International Speech Contest, who titled his inspiring speech, "Retirement, Never!"

Since you're growing older day by day, perhaps the best way to cope with it is to live life a day at a time. That prevents you from being haunted by memories of the past or intimidated by uncertainties of the future. Above all, say this prayer by the American theologian Reinhold Niebhr, "God, grant me the serenity to accept the things I cannot change, courage to change the things I can, and the wisdom to know the difference." 🗣️



Thomas Montalbo, DTM, is a member of Sparkling Toastmasters Club 3602-47 in St. Petersburg, Florida. He is a former financial manager for the U.S. Treasury Department

and author of the book *The Power of Eloquence: Magic Key to Success In Public Speaking*, published by Prentice-Hall, Inc., Business & Professional Books Division, Englewood Cliffs, NJ 07362. The book offers information on planning, organizing and delivering different types of speeches. Mr. Montalbo is a frequent contributor to *The Toastmaster*.

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“We’ve Got To Let You Go”

by Ralph Aiello

The shock and trauma of sudden unemployment are tough to contend with, even when the message is couched in gentle phrases and adorned with lengthy explanations. Feelings of defeat, depression, anxiety and hostility are common after being asked to leave your job. These feelings, combined with the sudden release from a structured routine, make it easy to lose self-control. Sleeping late each morning and spending the afternoon watching soap operas or sitting in the neighborhood tavern can quickly become habits.

A positive attitude and self-discipline are essential in conducting a successful job search. The following tips will help you maintain your self-discipline and self-esteem; more importantly, they'll enable you to wisely use your newfound free time to explore and develop new job opportunities.

- **Get up early.** When you're unemployed, it's easy to sleep in an extra hour or two each morning. After all, you tell yourself, you don't really have to be anywhere at any particular time. Don't fall into this trap. Continue to get up at the same time you did when you were working and follow all of your regular grooming routines. Shower, shave, comb your hair, get dressed.

- **Organize your job search efforts.** Use the morning hours during the week for telephoning. Make appointments to visit businesses and industries of interest. Personnel administrators and company public relations officers will be more than happy to give you guidance and literature outlining their employment

DON'T ISOLATE YOURSELF FROM FRIENDS, NEIGHBORS AND RELATIVES. YOUR NEED FOR FRATERNAL SUPPORT IS GREATER THAN NORMAL AT THIS TIME.

policies. Use any extra time to write letters and resumes, and plan. Schedule regular visits to the library to use its reference sections. Read nonfiction books on topics you've always wondered about. Factual reading will help keep you on the reality track and will exercise your mental muscles. It may also supply you some employment ideas.

Sometimes unemployed people, angered at their dependence on the corporate system for survival, start their own business, only to meet failure. Frustration, anger, revenge and delusions of grandeur are not the appropriate motivations for establishing a business. If you really want to start your own business, be sure it is simple, affordable and satisfies a real and present need in the marketplace.


Seek Support

- **Maintain your social and civic activities.** Don't isolate yourself from friends, neighbors and relatives, and don't stop pursuing your hobbies. Your need for fraternal support and positive self-expression are greater than normal at this time.

It's a good idea to sign up for courses

at your local college or high school, too. These courses are fairly inexpensive, and the course content and contact with a variety of new people will be enjoyable, stimulating and steady.

- **Keep active.** When doldrums strike, tackle all of those minor household chores you have been putting off. They'll absorb your attention and, when completed, give you a feeling of accomplishment. Don't indulge in the comfortable and passive habit of watching television on a regular basis, and avoid the company of chronic-complainer types gathered at bars, beaches and park benches. Both can be debilitating.

Approach each day with a purpose. Review your job-hunting progress weekly and dismiss the thought that you have to perform some fantastic, grand-scale feat to solve your employment problem. With the right attitude and approach you'll find new and better job opportunities quickly and easily, and you'll feel better about yourself. 

Ralph Aiello is a writer based in Orlando, Florida.

Are You Up-To-Date or Obsolete?

by David K. Lindo

How long has it been since you've introduced any kind of change to a product, system, procedure or strategy that would benefit your company? When was the last time you were called upon to solve a difficult problem? When was your last promotion?

Your answers to these questions may determine the future of your career. They'll reveal whether you are up-to-date or obsolete. Thousands of people become obsolete each year. They've stopped taking positive steps toward self-development and advancement in their careers. They have become less productive, less willing to change and less mobile in their jobs.

You don't have to become obsolete. By following the simple five-step plan outlined below, you'll upgrade your capabilities, update your skills and enhance your career.

• **Review your performance.** A southeastern consumer products firm laid off about 100 development engineers. A review of their personnel files disclosed: an average age of 41; seventeen master's degrees; sixty-one bachelor's degrees; an average of 15 years work experience, 10 years with the firm and five years in their current job.

In addition, analysis disclosed that 50 percent had not received any training or attended any seminars since they had been hired; 90 percent had not had training in the past five years. Although group members had been credited with 15 patents, all of those occurred in the first five years of employment.

These findings may not be typical for people in the retail trades, service industries or management. But I suspect that most ideas for improvement are developed by people who are current on the technology of their job. They recognize that times and methods change, and they work to keep up with them.

Remember, you are a business, selling your skills and knowledge to



your employer, and you are competing with others to do so. This means that as a business, you need to regularly review your performance. Take stock of your talents, skills and training. You need to be up-to-date to be competitive.

• **Identify personal problem areas.** React to the information revealed in step one. Which of your assets have depreciated over the years? Look ahead five years. What changes do you foresee taking place in your job or field? What are you doing to prepare for them?

Take Charge

• **Develop a corrective action plan.** Act on any weaknesses you may have discovered. If necessary, read journals, attend seminars and in-house development classes, study books, take a sabbatical, attend trade fairs and exhibits, rotate job assignments or take field trips.

WORD WISDOM

by David Rottman

How do you react when a speaker uses a Greek or Latin phrase? In the right circumstances, a point can be underscored dramatically through the use of the proper classical term. Under other circumstances, the same expression can sound stilted and affected. Here are some Greek and Latin terms which are frequently used by learned communicators. Your own comfort level with these expressions is the best guide to their use.

1. **aegis**

The aegis was the shield of Zeus in the Greek myths. The word has come to mean "protection" or "patronage," as when a foreigner is under the aegis of his country's foreign embassy. *Aegis* has also come to be used in a more general way to mean the area of one's authority or responsibility.

2. **agape**

This word is spelled the same as the word which means "open-mouthed with wonder," but *agape* also means "love for mankind," in a broad and general way. *Agape* has the specific meaning "Christian love," and is used to denote the "feast of love" of the Eucharist.

3. **catachresis**

This term refers to strained or awkward use of language, or outright misuse of words. Expressions such as "design-wise" or "we'll have to game-plan that one" are examples of catachresis.

4. **catharsis**

From the Greek "to purge" or "to purify," this word has two primary meanings. In medicine a cathartic is a digestive purgative, such as a laxative. In psychoanalysis the term refers to the process of bringing up hidden or repressed ideas, emotions or memories for the purpose of releasing the energy which they contain. In everyday usage, a catharsis can be any purging or purifying experience (such as watching a play or movie) which arouses the emotions and brings them to a satisfying conclusion.

5. **deus ex machina**

When the cavalry appears out of nowhere and rescues the hero in a Western, the plot has been resolved by a "deus ex machina." The "deus ex machina" was a god in Roman and Greek drama who appeared in difficult situations through the improbable use of an on-stage device somewhat like a crane. He was lowered onto the stage at a moment when all appeared lost. Hence any improbable or artificial resolution of a conflict is a "deus ex machina."

6. **hamartia**

Hamartia is the tragic flaw which brings about the downfall of the major character in a tragedy. The tragedy is most effective when one of the cardinal sins is the character defect or *hamartia*. (Mere ignorance or being in the wrong place at the wrong time will also suffice.) *Hubris* (pride) is one of the most common sources of hamartia.

7. **halcyon**

The phrase *halcyon days* refers in general to a golden time of peace, happiness or prosperity. The word comes from the Greek for a fabled bird, probably the kingfisher, which was believed to have the power to calm the wind and water at the time of the winter solstice, resulting in halcyon days.

8. **kudos**

"Glory," "fame" and "acclaim" are all meanings of *kudos*. There is no such word *kudo*; the word is always used in the plural even though it takes a singular verb: "all the kudos of the nation is extended to him."

9. **lacuna**

Lacuna means "an empty space" or a "gap" and is often used when tapes, letters or documents have sections missing. If you have mastered insufficient vocabulary, there may be lacunae (the plural form) in your education. The word is related in origin to the word *lagoon*, meaning a pool or cavity.

10. **lex talionis**

Lex talionis or "the law of talion" requires that a punishment be identical to the crime as in "an eye for an eye." The word *talionis* has the same root as *retaliate*, hence lex talionis is the law of (equal) retaliation.

Find out what's new in your profession, then apply what you learn.

But do more than just improve the skills needed for your present job. Work on developing skills you may need to advance in your career. Improve your human relations skills. Learn how to work effectively with other people. Develop organizing, staffing, delegating, coordinating, budgeting and reporting skills. If you don't get an opportunity to practice these at work, join a volunteer group and apply them there. By correcting known deficiencies you can reposition yourself and make it easy for your boss to use you.

ALWAYS BE PREPARED TO SHOW AN EMPLOYER YOU'RE AN ASSET.

• **Build a good record.** Your corrective actions should help you establish a good work record. It's up to you to tell your boss about your record and to see that your performance is documented in your personnel file. Make sure your file contains material about your inventions, licenses, hobbies, foreign language skills, civic awards, cost savings awards, promotions earned, articles written, professional certificates, offices held in volunteer organizations and additional degrees. Also, keep your own file of your achievements. Always be prepared to show an employer, current or prospective, that you are an asset.

• **Be enthusiastic.** Personal enthusiasm to develop and grow does a great deal to overcome the onset of obsolescence. By staying enthusiastic about your job, coworkers and yourself, you help yourself generate energy to perform better.

Take a personal inventory. Measure your assets and liabilities. Enthusiastically develop new skills while you maintain those you already have. Then keep good records. The payoff is career advancement and enhancement, and a career that will last a lifetime. 📌

David K. Lindo has over 20 years of practical management experience with three Fortune 500 companies and has published more than 50 articles on management and financial topics. He is also author of *Supervision Can Be Easy* ©, published by AMACOM 1979.

THE 80S USHER IN AN ERA OF CHANGED COMMUNICATIONS STYLES. HERE'S HOW THE TOASTMASTER IS HELPING PEOPLE COPE WITH OUR NEW "INFORMATION SOCIETY"!

Managing the Stress of CHANGE

by Dr. Nina Harris, DTM

I imagine a typical harried workday . . . phones ringing . . . appointments running late . . . an unexpected project to complete. In the midst of all the uproar, you "take ten," only unlike most of white collar America, you don't wander to the pop machine or employees' vinyl refuge. Instead, you retreat to the Creative Planning Center.

Continue with your imagery, this time picturing a softly-decorated room complete with "cushy" chairs, recessed track lighting, environmental music and a spectacular view of the city's horizon from the 15th floor window!

Depending on how you feel, you may wriggle out of your shoes for a bit and with the aid of nature sounds and biofeedback monitoring, slip into a few seconds of alpha. Or you may reach for the latest book in teen parenting for a quick glance at a chapter or two. Perhaps springing up and down on the mini-trampoline may revitalize you. A final break selection might be adding a few more of your ideas to the Creative Planning Board or reviewing yesterday's budget meeting video tape . . . all alternatives available through the Creative Planning Center!

Sound terrific? It did to me, too! So terrific that when I was designing a 10-session television series on stress management, I asked the originator of this unique facility to provide the material for the finale . . . a person

who for years has been studying and applying the principles of "change psychology" to his personal business life.

Jim Norman, a 12-year Toastmaster, is president of Norman and Company, Ltd., a Phoenix-based CPA firm that focuses on providing full-service accounting to individuals and small businesses. A graduate of the University of Arizona with a bachelor's degree in biological sciences, Jim brings a scientific, exploratory mindset to the study of change.

Long an advocate of Michael Vance's creative thinking seminars and a student of the works of the late Buckminster Fuller, Jim researches an aspect of creativity, tests it in Toastmasters' meetings, and then applies it occupationally. His specialties are brainstorming, storyboarding and multimedia learning, all centered around the the facility of the Creative Planning Center.

"Oops, Nina!" you say. "You started out talking about change, now you're discussing creativity. Where's the connection?"

You're right. It is confusing, but there's a correlation! We are, according to futurists like John Naisbett of *Megatrends* fame, in a period of rapid change within our society--change, for the most part technically based, that *forces* people to conform to new values, new lifestyles.

With rapid change come fear and

stress. Researchers indicate that the number one occupational stressor is ambiguity . . . not knowing what's going on at work! One healthy coping strategy is to first to identify how we as individuals change. Then we must begin to creatively act within our environment, instead of sitting back and reacting--or resisting-- new societal advances.

To find the answers to my own concerns about the unknown--change, stress and its counterpart, creative thinking--I asked Jim some key questions:

Nina: Jim, what is the biggest stumbling block in effecting change within a person or a system?

Jim: As you mentioned earlier, often, from fear, we try to resist new methods or attitudes. That just creates stress. A better way to effect change is to make the procedures or system obsolete by building an artifact.

N: That's a Buckminster Fuller concept, isn't it? What would be an example of an artifact?

J: The Creative Planning Center is an artifact I created within my own company. It is a *facility* that, by its very design and nature, stimulates free thought, relaxation, teamwork.

N: Naisbett supports that idea when he discusses some of the forms springing up

to counteract major trends or changes within our society. An example is the creation of "networking" organizations and workshops on how to network. People are finding that the old organizational hierarchies are outdated and ineffective. Through informal networking they can bypass these structures and communicate more freely, providing contacts, emotional

N: Yes, that development of "high tech" correspondingly necessitates more "high touch," high need for human interaction. Naisbett even suggests that the advent of more frequent and faster jet services has just increased the scope and number of meetings! Jim, I know you have a personal commitment to linking people and product in your business. Could you share that with our readers?

mounds of figures and a ream or two of paper and it's a bit intimidating!

I want to demystify accounting for my clients. I also want them to be able to participate in their own financial planning. I attempt to do this through brainstorming sessions (held in the relaxing confines of the CPC!) with a client. Acting as a clearinghouse of client-related information (we're constantly mailing related articles to our clients to just keep them in informal contact with us--everything from financial tips created from needs identified in the brainstorming sessions, to where to find the best fishing holes for that client who likes weekend getaways!) Developing their financial profile through "schematics" which are cartoons and pictures that simply, yet graphically, represent their current status.

“THE MORE TECHNOLOGICALLY-ORIENTED WE BECOME, THE MORE WE NEED TO COMMUNICATE PERSONALLY.”

support and answers to problems.

J: Yes, the more technologically-oriented we become, the more we need to communicate personally. The key is to try to use our technical knowledge to free us to communicate more effectively and clearly.

J: Sure! As you know, CPAs often fall into that stereotypical mold in the layperson's eyes... stuffy, exacting, technical. They can sometimes create an aura of power and mystery simply because they communicate in financial terms the average person doesn't understand. Surround a client with

N: I like the idea of participating, of taking responsibility for my financial future. I have a tendency to give that responsibility away to people whom I see as "authorities" primarily because I'm fearful and overwhelmed with data.

J: Exactly. As a society, we're overloaded with new information. It becomes a

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process of taking charge, literally separating the wheat from the chaff.

N: I'm reminded of Gerald Jampolsky's philosophy in his touching book, *Love Is Letting Go of Fear*. He states that people basically approach life within two frames of reference: fearfulness--a needing to hold on to the secure, the stable, to resist change--which brings inner turmoil. Or faith, identified by an overwhelming

WITH RAPID CHANGE COME FEAR AND STRESS.

belief that there is an answer even though that answer may be unknown to the person at the present moment. It's an inherent belief in the *process* of life... the journey... that ultimately the process can be trusted.

J: Yes. If people approach this new era with fearfulness, they will lose their ability to problem-solve, to seek alternatives, to be creative, in a sense to unfold as human beings.

N: I know, Jim, that you are a student of your own behavior as well as a student of content. What are some tips that you could give us Toastmasters to help us cope with information overload, with fear, with change?

J: In the creative process, one must risk. One must be eccentric. One must dare to be unconventional. One must ask questions which may be laughed at by others. One must struggle with new concepts. One must force oneself to go deeper into a subject. In this way, one can make discoveries.

To help stimulate my creative thinking process, I hang visuals of my idea on the wall. I pin up nearly everything I know (or someone else knows) on a subject (this is called storyboarding), and study it. Usually, the visuals will show where deficiencies are, and where one needs to grow and gain more knowledge. This is good. Knowing what one knows and what one does not know, is a great help in making progress.

Entrepreneurs sometimes go through a similar creative process on new projects. They think out loud. They test their ideas. They get reactions from those around them. They seek out

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persons who may know something on the subject of their project. Whenever I talk to an entrepreneur, or someone with an idea, I try to encourage and facilitate their thinking and ideation process. This helps them, and it allows me to consider a new area vicariously and without risk.

When working in an area which I have never studied, I am uncomfortable. But I have learned to control my anxiety, reduce my self-expectations and give it a shot. I have learned to do the best I can, to be honest, to be positive, and to use creative thinking techniques.

N: All done within the context of a CPC?

J: As much as possible. It's important for people to have a place that *they* perceive as safe, warm, approachable... and a place where they can go to create in their home as well as their office.

N: It means building an environment whether it's a room, a nook, or your favorite chair. Including tools for planning... paper, writing instruments, media, appropriate lighting, colors,

textures and music.

J: Yes, stress is created by unsolved problems. Compounded by an unsettled environment. By studying the creative techniques and concepts of Vance, Naisbett, Jampolsky, and the creative genius of Disney, we can find strategies for moving out of a stress-producing situation. It's unpleasant at first, because it's new and unfamiliar. But persistence creates a sense of power and control over your lifestspace, your destiny.

N: As Buckminster Fuller would say, "You *force* yourself into a greater vision!"



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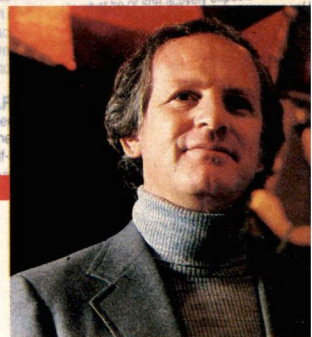
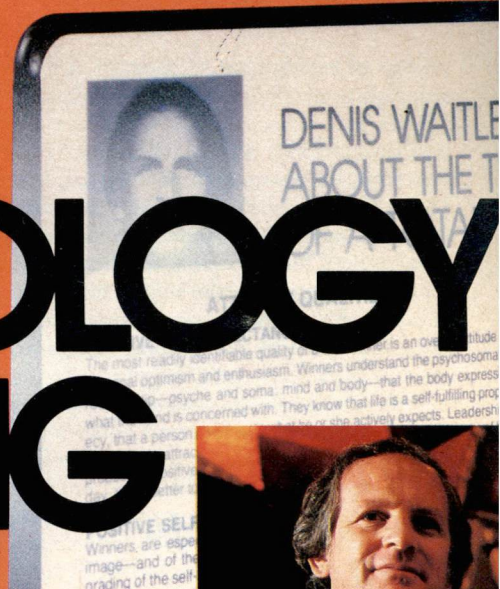
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ACTION QUALITIES

POSITIVE SELF-MOTIVATION
Positive self-motivation of total winners derives from two sources: (1) self-expected personal and world view and (2) their awareness that fear and desire are among the greatest motivators. Fear is destructive desire leads to achievement, success and happiness. With this in mind they focus their thinking on the rewards of success and actively tune out the possibility of failure. Winners say "I want to..." and "I can!" Losers say, "I can't..."

POSITIVE SELF-DIRECTION
Winners' lives are clearly defined, constantly referred to, gameplans and strategies. They know where they're going every day, every month, every year. Their objectives range all the way from lifetime goals to daily priorities. When they're not actively pursuing their goals, they're thinking about them. They know the difference between goal-achieving acts and "hard" work. They know the difference between goal-achieving acts and "hard" work. They know the difference between goal-achieving acts and "hard" work. They know the difference between goal-achieving acts and "hard" work.

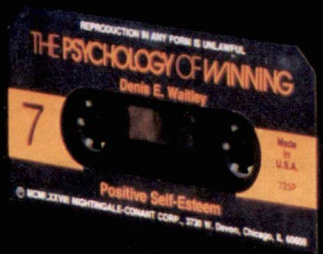
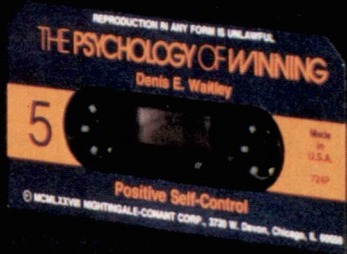
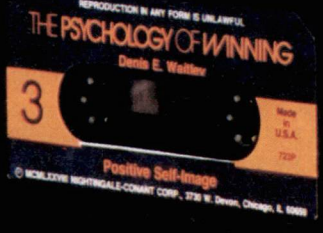
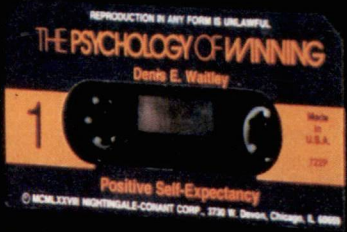
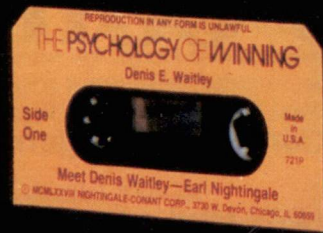
POSITIVE SELF-DISCIPLINE
Winners are masters of self-discipline. Like astronauts, championship athletes, great stage actors, skilled surgeons and truly professional executives and salesmen, they practice flawless technique in their minds over and over, again and again. They know that thought begets habit and they discipline their thoughts to the habit of superb performance—the mark of the total winner. Losers say, "Of course I can do it. I've practiced it mentally a thousand times." "How can you expect me to do it? I don't know how."

POSITIVE SELF-DIMENSION
Winners see their total person in such a fully-formed perspective that they become part of the "big picture" of life—and it of them. They have learned to know themselves intimately. They have learned to feel at one with nature through the eyes of others. They have learned to be aware of time—their ability to learn from the past, plan for the future, and live as fully as possible in the present. Winners say, "I live every moment, enjoying as much as I can, doing as much, giving as much as I possibly can."

POSITIVE SELF-PROJECTION
Winners practice positive self-projection. They project their best selves in the way they look, walk, talk, listen, and react. They specialize in effective communication, taking one hundred percent of the responsibility for communicating information to but also for receiving information from every person they contact. Winners say, "Tell me what you like about me. We can work on it together." Losers say, "There's no point in telling me what you like about me. We're not even on the same wave length."

on how many of its insights and guidelines you apply. But when you consider that even the most a tiny portion of what he or she hears, it is clear daily those concerning personality areas where surprised and delighted with the results

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How To Complain

by Carol Lee Morgan

It is natural not to subscribe wholeheartedly to the maxim of British poet Alexander Pope: "Whatever is, is right."

If you look around you can find plenty of things that are not right. Passive acceptance belongs to an age of optimism. It belongs with settled churchgoers, armchair philosophers and people in routine jobs. If you fit one or more of these categories, perhaps this article is not for you. But if you are a risk-taking individual, read on. Ours is the age of revolt. Statistics show more individual lawsuits today than ever before. It is considered mature, healthful and assertive to complain, according to authors of recent self-help books. You are supposed to speak out, not retreat into passive acceptance.

Get the proper attitude towards complaining, and begin! These techniques may help:

- *Complain as quickly as possible after what is troublesome.* First make certain your complaint is based on a real, not imagined difficulty or offense. If you discover your car has slashed tires, notify the police immediately. Even though it may be time-consuming to make a police report, such documentation is useful when you present a claim to your insurance company.

Suppose you hear through the grapevine that people have been gossiping about you. Don't sit and stew about it. Talk with those people immediately. Tell them you have heard they were gossiping about you, and invite them to discuss it with you. Such a reaction on your part may forestall further gossip and may even lead to an apology.

- *Be direct.* Suppose the woman in the apartment next door bangs her door noisily when she leaves for work every morning, one hour before you have to get up. Do not complain to the manager. Tell the door slammer.

Suppose you and a colleague are working on a project and the colleague, for some reason, bosses you around. Ask him or her: "Aren't your energy wheels running overtime?" Try to settle the difficulty yourself rather than go to the boss.

Maintain Self-Control

- *No matter what the offense or difficulty, remain calm.* Don't act outraged or belittle the people around you. Just state your difficulty. Such an attitude in the face of trouble will win you more support than if you vent your feelings, get red in the face and scream. Make the people around you feel sorry for you.

Suppose you need a form from another office. For inexplicable reasons, the office can't find it. Don't create a scene. Treat the personnel like professionals. Thank them and leave. Later, one of the workers might locate the form and bring it to you. Workers who are treated like human beings often will go out of their way to bend the rules.

friends. This interferes with your concentration. You could say something like: "Roger, I am working on a deadline project and it is hard to concentrate when you visit with your friends. Would you mind going out into the hallway and talking there?"

Suppose you're having trouble with your boss and you think the only way to work things out is to go to your boss's supervisor. Don't just complain that your boss is unreasonable. Ask for a transfer.

- *Take all alternatives.* Complain to the Better Business Bureau, the Board of Trade, the Chamber of Commerce. Contact the media "hot lines." If you think a gas station sold you water-diluted gas, report that to your local government's office of weights and measures. Also write the distributor of

DON'T ACT OUTRAGED, OR BELITTLE THE PEOPLE AROUND YOU. JUST STATE YOUR DIFFICULTY. YOU'LL WIN MORE SUPPORT THIS WAY THAN BY SCREAMING.

- *Be cheerful.* We all know people who bore or anger us with their constant complaints. They complain about their work assignments, the hot water being shut off temporarily in their building, their low status and pay. They invite comments like: "If you don't like it here, then get another job." When you complain, demand help. Such remarks as: "This is the third time the boss asked me to do furniture inventory. I was hired as a writer. What can I do to avoid these rotten assignments?" invites constructive responses from coworkers.


- *Document your complaints.* Suppose your boss is difficult. He denies you training and harrasses you. Write down all incidences. Lawyers love to see well-organized notes.

- *Name a specific remedy.* Suppose the office you share is small, and your coworker talks constantly with his

the gas.

Suppose you are being treated for some illness and your doctor prescribes a medicine that has side effects. Immediately notify the doctor who prescribed it. If you feel the doctor did not give you fair warning, notify medical associations.

Sometimes you can take the offender before the small claims court. You don't need a lawyer to represent you. The judge will help you with the technical points of your case.

If you master these techniques, you will be on your way to becoming a complainer people listen to. 

Carol Lee Morgan is a member of DOL Gaveliers Club 3028-36 in Washington, D.C. Her articles have appeared in Reader's Digest, the Washington Post, the Baltimore Sun and Consumer's Digest.

1982-83 Year Yields Big Dividends

When Toastmasters' International Officers and Directors met in San Diego in August to review and act upon some of our organization's educational and administrative matters, they had only good news to report and discuss at their meeting.

"Our efforts have made the past year the best in Toastmasters' history--both in growth and educational accomplishments," President William O. Miller, DTM, announced. "We have broken all records and proven that teamwork pays big dividends."

And the list of dividends for Toastmasters' 1982-83 administrative year is long, as Executive Director Terrence McCann revealed in his special report to the Board:

- The number of Toastmasters earning ATMs increased 14 percent.
- Communication and Leadership manual completions increased 18 percent, while Advanced Communication and Leadership manual completions increased 11 percent.

- Toastmasters' membership increased 7.6 percent, for a total of 101,222 members--the most ever.

- Four hundred ninety-eight new clubs were chartered, for a total of 4887 clubs--the largest number of active clubs in Toastmasters' 59-year history.

- A total of 995 Youth Leadership Programs were reported, an increase of 16 percent.

- The number of Speechcraft courses increased 25 percent, for a total of 1253.

- The number of clubs on the President's 40 list reached 315--the highest ever.

This phenomenal growth was complemented by several membership and club-building aids which made their debut

this year. The New Member Orientation Kit provides clubs with everything they need for inducting, orienting and integrating new members into clubs, while the new Membership Building Kit contains a complete collection of promotional brochures and booklets to help clubs increase membership.

Presidential Travels

President Miller had a list of achievements to report, too. He traveled more than 60,000 miles during his one-year term and met with 104 groups of business, government, military, educational and service club leaders who were all interested in learning about our organization. He also promoted Toastmasters through more than 35 radio, television and newspaper interviews, generating enthusiasm and recognition for our program.

After hearing the reports of our President, Executive Director and International Directors, the Board members met in committees and began discussions. Tuesday afternoon they reconvened to announce the results of their hours of arduous work. In the most significant actions the Board:

- Reviewed the final draft of the new Success/Leadership module, "The Art of Effective Evaluation." This exciting new module will become available in early 1984.

- Approved a concept for upgrading the Communication and Leadership manual, including changes to the manual's evaluation guides. A revised edition will be issued in mid-1984.

- Discussed two proposed Advanced Communication and Leadership manuals, "The Professional Salesperson"

and "Technical Presentations." The committee reviewed and approved the project titles and speech objectives for each of these manuals, which are scheduled for completion in 1984.

- Reviewed Toastmasters' system for recognizing members' educational accomplishments and discussed ways to provide additional recognition for advanced-level Toastmasters. Further discussion will take place at the February 1984 Board of Directors meeting.

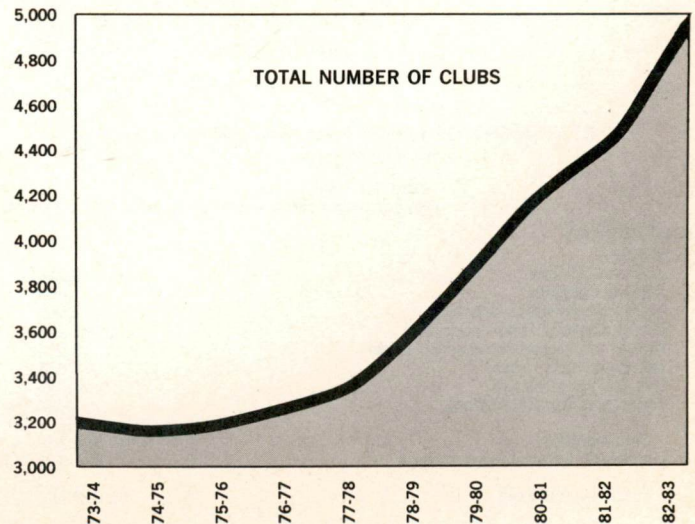
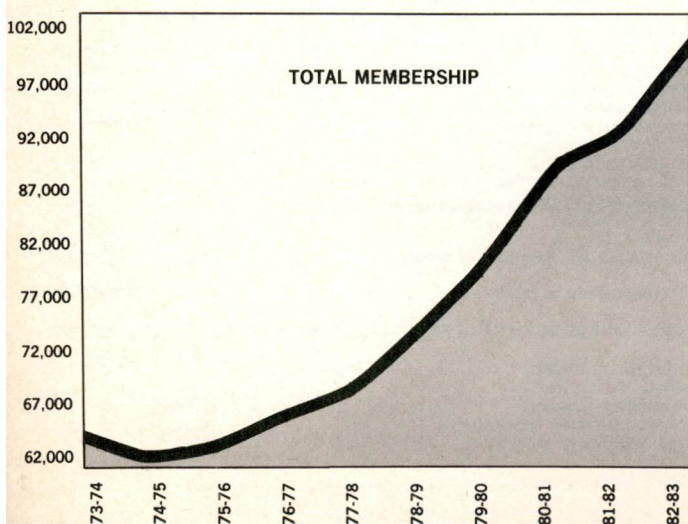
- Reviewed the results of two surveys: One involving a handpicked group of "top clubs," the other a randomly selected group of Toastmasters clubs. The committee identified eight areas in which successful clubs clearly excel, and recommended that this information be communicated throughout the Toastmasters organization.

- Discussed the avenues of leadership training available to individual Toastmasters, and recommended that World Headquarters explore the possibility of developing a new Success/Leadership module that will build leadership skills in participants.

- Explored early signs of membership decline and recognized the need to reaffirm that the acceptable club membership is the charter level of 20 members. Maintaining club strength at the 20 member level will be emphasized. World Headquarters will alert districts of any clubs that experience a 25 percent decline in membership between semiannual reporting periods.

- Reviewed the concept of a visual presentation for instructing clubs on membership building, and approved the development and implementation of the program.

- Discussed midyear Regional



Conferences and developed recommendations for directors planning such meetings, including motivation and reinforcement of training, and development of the team concept. It also recommended that expenses should be borne by attendees.

- Approved two modifications to the District Performance Report to increase its usefulness and also authorized World Headquarters to provide a report to directors of projected end-of-year Distinguished District Program points for each district.

- Reviewed the club extension

progress of districts and encouraged districts to utilize long-range planning so that all districts will achieve a level of 50 clubs or more.

- Revised the Procedural Rules for the Regional Nomination of Directors to cover tie votes between candidates. At the business session of the Regional Conference, tie votes between candidates receiving the lowest number of votes in the balloting for nomination to the office of International Director, shall result in a separate ballot between those candidates.

- Adopted a policy to establish

a limit on expense allowances for members of the Executive Committee of the Board of Directors. The policy provides that the budgeted expense allowance for any officer of the Executive Committee will not exceed an amount equal to the average of the previous three years budgeted for that office plus the normal budget inflation factor. This policy will be effective with the 1984-85 budget of Toastmasters International.

The next meeting of the Board of Directors will be Friday, February 24, 1984, at World Headquarters.

TI FINANCIAL STATEMENT 1982-83

STATEMENT OF ASSETS OF ALL FUNDS

June 30, 1983 GENERAL FUND	
UNRESTRICTED:	
Cash and temporary investments, at cost	\$ 916,934
Accounts receivable	88,027
Due from Property Fund	
Deposits, prepaid postage and other	23,776
Total—unrestricted	\$1,028,737
RESTRICTED:	
Cash	\$ 87,905
Due from General Fund—unrestricted	91,493
Total—restricted	179,398
Total	\$1,208,135

INVESTMENT (ENDOWMENT) FUND	
Cash	15,053
Marketable securities, at cost (estimated value of \$926,167)	766,061
Due from General Fund—unrestricted	9,644
Total	\$ 790,758

PROPERTY FUND	
Property, building and equipment at cost:	
Land	\$ 45,716
Building	651,190
Furniture and equipment	428,006
Total property	\$1,124,912
Cash	60,091
Total	\$1,185,003

STATEMENT OF LIABILITIES AND BALANCES

June 30, 1983 GENERAL FUND	
UNRESTRICTED	
Liabilities:	
Accounts payable	\$ 178,219
Sales tax payable	1,664
Advance convention deposits	42,896
Due to General Fund—restricted	91,493
Due to Investment (Endowment) Fund	9,644
Deferred charter fees	11,825
Due to Property Fund	60,091
Funds held for TMI Regions	1,032
Total liabilities	\$ 396,864
Unrestricted—General Fund balance	631,873
Total—unrestricted	\$1,028,737

RESTRICTED	
District Reserve Fund balances	\$ 143,590
Restricted grants	1,146
Ralph C. Smedley Toastmasters International Memorial Fund	34,662
Total—restricted	\$ 179,398
Total	\$1,208,135

INVESTMENT (ENDOWMENT) FUND	
Investment Fund balance	\$ 790,758
Total	\$ 790,758

PROPERTY FUND	
Due to General Fund—unrestricted	
Property Fund Invested balance	\$1,124,912
Property Fund Reserve balances:	
Reserve for additions and replacements	\$ 30,220
Reserve for maintenance	29,871
Total	60,091
Total	\$1,185,003

GENERAL FUND—UNRESTRICTED STATEMENT OF INCOME AND EXPENDITURES FOR THE YEAR ENDED JUNE 30, 1983

INCOME	
Membership charges	\$2,213,498
Club Charges	253,040
Charges for optional educational materials and supplies	335,963
Other income	45,747
Total income	\$2,848,248
OPERATING EXPENSES:	
Administrative	\$ 166,861
General services	335,209
District expenses	100,313
Membership and club extension	48,129
Publications and communications	377,550
Educational development	60,019
Educational materials	341,658
Club supplies, equipment, and insignia purchases	418,792
Employee benefits	160,691
General expenses	327,064
Maintenance and operation of property	123,980
Total operating expense	\$2,460,266
EXCESS OF INCOME OVER OPERATING EXPENDITURES	\$ 387,982
OTHER DEDUCTIONS:	
Provision for acquisition of typesetting equipment	\$ 60,000
Provision for other replacements and additions to property	30,000
Total other deductions	90,000
EXCESS OF INCOME OVER EXPENDITURES	\$ 297,982

PEOPLE IN TODAY'S WORK WORLD NEED A NEW STRATEGY--ONE THAT WILL HELP THEM PROTECT THEIR CAREER OR DEVELOP A NEW ONE.

How To Save (or Switch) Your Career

by Freda Grones

Jack and Jill went up the hill--in response to a summons from the personnel director of their company. They came down--not with a pail of water--but with notices that their jobs were being eliminated within the next 30 days.

Unfortunately, such scenarios aren't unusual in this economy. While some politicians and economists are telling us that things are getting better, the improvement is too little and too late for many companies. Consequently, layoffs, cutbacks, offers of early retirement, hiring- and wage-freezes continue.

The Jack and Jills in today's work world need a new kind of strategy--one that will help them protect their careers or develop new ones. You, as a communicator, have a distinct advantage, since the strategies suggested here call

for researching, organization and communicating. You will find these suggestions neither easy nor trouble-free, but they are practical and have proved successful. Many people, unhappy with or on the brink of losing their positions, have found alternative ones within the same company or mounted successful job-search campaigns in areas they previously had not even considered.

• **Assess your skills**--Your objective is to find your inherent strengths and talents--those activities each of us is naturally good at. This is easier for people who are happy with their current jobs than for those who are dissatisfied.

The happy ones need only to make a list of their present responsibilities, activities and priorities, beginning with the most liked responsibility and ending with the least liked. For instance, if you are a sales

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representative who enjoys a great deal of job satisfaction, your list will look something like this: talking with people and making new contacts; putting together a presentation; negotiating and closing; organizing the work week; following up on shipments; writing reports.

Reflect on the Past

If you're unhappy with your present responsibilities, it's probably because they are not taxing your natural abilities. Bill Ellermeyer, career-planning consultant for Career Management Services in Santa Ana, California, says, "If skills don't match responsibilities you have unhappiness. Yet many overlook what they can do naturally. For instance, a great cook may never consider how she or he might cook for money."

**NEVER LEAVE A
POSITION WITHOUT
A LETTER OF
REFERENCE FROM
YOUR SUPERVISOR.**

He suggests going back in your life and reflecting on past achievements. "Put yourself under a microscope. Find out what it was you were good at and enjoyed doing. It doesn't matter how long ago that was. If at five years of age you successfully ran a lemonade stand, you'll probably find that whatever skills that took, you used with equal success over and over again throughout your life. And you probably should be in a career that demands exactly those skills."

Ellermeyer conducts workshops that help individuals get in touch with their inherent skills but says that most people can do that on their own. He suggests reading and doing the exercises in books such as *What Color Is Your Parachute*, by Ralph Mattson.

As you're assessing your skills, think also about your goals. Your immediate goal may be to simply hang in there. But what about a year from now? Five years? Ten? What future responsibilities and/or salary do you want for yourself? Again, there are many good books available to help you determine your goals. Most will advise you to think in terms of what you want rather than what

you think others expect or may want for you. Aspirations toward management or becoming a millionaire are not natural to all of us. Remember also that goals can always be changed. Your reason for establishing goals is to give you a plan or direction--not to map the rest of your life in concrete.

• **Manage your job description, performance evaluations and letters of reference**--Any or all of these can play key roles in starting a new career or retaining a position or getting a transfer or promotion. Your objective is to keep them as current, accurate and specific as possible.

Job Description: Most medium-size and large companies have written job descriptions in the personnel file of each of their employees. But small companies often do not. If there is no official job description for what you do, ask your supervisor to write one or offer to write it yourself.

Effective job descriptions are simple, but specific and usually address the following topics: job title and department; title of immediate supervisor; titles of employees under your supervision; overall or primary responsibility; daily, weekly, monthly and annual activities; general education and any special training necessary to meet the job's qualifications; assessment of how long it would take for a qualified new person to become comfortable with these responsibilities.

Job descriptions should be updated every time a responsibility changes (i.e. manual procedures become computerized), a new responsibility is added, or an old one deleted. It is generally wise to review your job description every six months and make the appropriate changes. Do not destroy your old job descriptions. You may need them for reference.

Performance Evaluations: Since these are tangible records of your responsibilities, accomplishments and attitudes, a good, excellent or superior evaluation can act as leverage in gaining a new or alternative position. Sometimes, even a poor evaluation can be used similarly if you can show that it was unfair, or that you were evaluated for activities that didn't fall under your job description or for which you were not trained.

To protect your career, insist on at least one performance evaluation a year. Be sure it includes any special projects you may have worked on, additional training you may have taken, and ways in which you may have improved your work flow.

Letters of Reference: Never leave a position without getting a letter of reference from your immediate supervisor

--even if it's only a transfer of shifts or departments. If your supervisor is unwilling to write the letter, ask if you can write and submit it for the supervisor's approval and signature.

Be Specific

Again, specific information is more impressive than general comments. Think in terms of what, on that letter, will sufficiently impress a potential new employer to hire you. For example, a statement such as "During 1983, John successfully opened six new accounts which increased sales by 50 percent" is better than "John worked diligently to open new accounts and increase sales." Use your job descriptions and performance evaluations to jog your memory, and be sure the letter comments on any special projects, training or achievements. Finally, depending on the

Look also for problem areas. Your particular skills may be the key to a problem's solution. For example, one secretary learned that the small sales department she worked for would probably close because it wasn't doing well. The secretary knew that a recent change in warehousing and shipping procedures had created a coordinating gap. She suggested that she work as liaison between the sales representatives and the warehouse to insure a proper information flow. She not only created a new position for herself--one much more to her liking--but gave the entire department a second chance.

Depending upon your particular situation and the company you work for, you may want to consider talking with your supervisor and personnel director about your research activities. If so, be

YOUR REASON FOR ESTABLISHING GOALS IS TO GIVE YOU A PLAN OR DIRECTION-- NOT TO MAP THE REST OF YOUR LIFE IN CONCRETE.

situation, the supervisor stating that he or she would rehire you can also be most effective.


• **Explore your opportunities**--Your objective is to learn what is out there that calls for your skills, and at least partially meets your goals. In other words, for the time being you may have to settle for less than the ideal. If you have a choice, it's usually better to remain in or accept a position that fits your skills, rather than one that doesn't but pays more.

Since seniority, retirement and insurance plans are important to most of us, begin by investigating your job opportunities with your present employer. Learn all you can about your company, its corporate structure, philosophy, goals, successes and failures, locations and functions of all its facilities and their departments. Your sources of information are company literature, financial reports of public record, newspaper and magazine articles, and your own eyes and ears.

Be on the alert for news about new contracts, projects, departments or divisions. Expansion and growth usually mean new job opportunities. Some of these may require additional training. If so, determine what that might entail and if you are willing to undertake it.

honest. Tell them you are not planning to quit, but are interested in learning what may be available within the company. Think of yourself as interviewing for the first time with this particular company, but as having a distinct advantage--an established contact. Take advantage of that contact by continually keeping communication open and letting the people in charge know that you're working toward a mutual benefit--yours and the company's.

If you've decided to change careers, investigate your new choice. Read trade magazines in your new field of interest, talk to people in the field and join related professional organizations. Then use your skill assessment, job descriptions, performance evaluations and reference letters to show prospective employers why you are qualified for the position you're seeking.

By following the above strategies, you'll find greater personal satisfaction and you'll achieve your career goals with ease. 

Freda Groner is a writer, editor and creative writing instructor in Orange County, California. She is also president of *The Write People*, a firm specializing in public relations, resume writing and editing.

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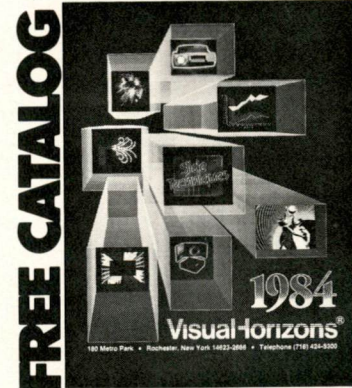
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The Two-Paycheck Couple

by Beth Bauer

John's company has just offered him a promotion and a \$10,000 raise. "This is a fantastic opportunity to get out of middle management and to head a profit center of my own," he says. "I'm 34, and the next few years are critical. How can I say no?"

His wife Sharon can. The promotion means relocation to San Francisco. Sharon will have to leave a newly acquired position as an advertising account executive. "It took me six years and three universities to get my B.A. in communications, and my jobs until now have been part time and underpaid," she says. "I've finally gotten a real job, and now he wants me to give it up."

John and Sharon are one of many couples facing the difficult realities of what's being called a dual-career or a two-paycheck marriage.

"A generation ago, John and Sharon would have been anomalies--oddball exceptions to the general rule. Today, Johns and Sharons are all around us," say Marjorie Shaevitz and Morton Shaevitz in *Making It Together as a Two-Career Couple*. As psychologists and a two-career couple themselves, the Shaevitzes advise other couples in the same situation: "If you are to cope with whatever problems you may encounter in a two-career relationship, it is imperative you understand that the dual-career phenomenon is probably the most important social change of the twentieth century."

Breaking Ground

The number of two-paycheck couples started growing when large numbers of married women began entering the work force, for philosophical or financial reasons, in the late 1960s and early 1970s. "The change has occurred with such lightning speed that most of us were

(and some still are) entirely unaware of it," say the Shaevitzes.

In 1960, 30.5 percent of married women worked. In 1970, 40.8 percent. And in 1980, 51 percent. Two-paycheck marriages now outnumber traditional marriages that Dick Irish describes in *How to Live Together Separately* as: "Mom stayed home and baked the bread and pop went off each day to make it."

It's estimated that in more than 30 million American families both partners now earn the bread instead of baking it. They are pioneers of a new lifestyle, breaking ground for those who will follow.

PARTNERS NEED TO ALLOW, ENCOURAGE AND TOLERATE CONFLICT.

What are the major difficulties of two-career couples? How are they overcoming them? And how are employers responding to employees who not only have their own careers to consider but a spouse's career as well?

Catalyst Career and Family Center sent a survey to working couples nationwide asking them to identify their most troublesome problems. "Allocation of time" was the number one concern, followed by "financial issues," "poor communication" and "conflicts over housework."

Good time management, a top priority for two-paycheck couples, begins with a realistic attitude about just how much one person can accomplish. "At first I



thought that my inability to keep up with everything would go away," says a married career woman, remembering what it was like when, after many years as a homemaker, she joined the work force. "I couldn't seem to get around to certain things, like making cookies or gifts for Christmas or sorting out the summer and winter clothes before the season was in full swing."

She and her husband would talk about how things would be different--more organized--next year. But when the next year came it was just like the one before. "I can't say it felt very good to wake up and realize that things we used to do were not going to suddenly just pop back into our lives," she admits. "As long as we both worked, we were

going to have to settle for less time to do certain things and that was a reality we had been postponing."

Finding the best way to portion out a limited amount of time calls for what can be painful self-analysis as to what in life is most important to you. But the effort can bring rewarding results.

"Investing time, energy and money in achieving a satisfactory combination of career and marriage is well worth the effort. Couples who have arrived at a satisfactory combination of career and marriage feel healthier than those who are less satisfied with the combination. The combination has more of an effect on health than either satisfaction with career or satisfaction with marriage," concludes the Catalyst survey.

Budget Decisions

Financial issues of two-career couples call for a recognition that traditional methods of handling the family budget are based on the husband being the sole wage earner. New methods may be needed when both partners earn salaries. They need to agree on the answers to such questions as: Will there be "his" and "her" money? Do both partners have equal say in how money is spent? Is decision-making power based on how much each person earns?

Two-career couples have devised several ways to handle their finances successfully. They may contribute equally for household expenses or if one partner earns a substantially larger salary, they may contribute to household expenses in proportion to their salaries. Some couples pool their incomes and pay for everything from this one fund. And some pool a certain part of their salaries but keep a portion over which only the wage earner has control. New dual-career couples tend to favor more formal budgeting methods, such as proportional or equal contributions to the budget. Later on, couples often prefer a pooled-income arrangement.

Lack of communication between a two-career couple is often related to poor time management. Couples must find time to talk so communication doesn't break down. A regular Monday night meeting to discuss plans for the coming week can help. And couples need to be aware that two-career relationships are difficult to pull off. "Particularly during the beginning phases, there are certain to be many issues to deal with, a moderate degree of conflict, and some inordinate arguments," say the Shaevitzes.

Good time management also relates to that most mundane of two-career problems: conflict over household chores. There's nothing glamorous in hearing two rising young executives by day arguing, by night, over who takes out the garbage.

Meg and Wes found themselves in that unenviable position. Meg would return home from a demanding day at the bank to find dishes piled in the sink, an unmade bed, and clothes draped carelessly over Wes' wooden valet in the bedroom. The mess bothered her, but what annoyed her more was that Wes returned home before her and made no effort to clean up.

In fact, he'd add to the clutter. She'd find him settled in his lounge chair, a waterfall of newspapers cascading from

his lap onto the living room floor as he watched the five o'clock news.

"I know it bothers Meg, but what am I supposed to do?" asked Wes. "Turn into Mr. Clean?"

Meg tried to ignore his messiness. Wes tried to be neater. They both failed. Then they found their solution to who takes out the garbage: neither of them. They hired a high school student to come in during the day while they were at work to clean up. The results delighted both of them.

Success Factors

Skills that two-career couples need to handle problems are similar to the skills one wage-earner couples need. "Where they differ, perhaps, is in the amount of stress they undergo simply because they are living together under

stick with it and do what is necessary to work things out.

- They must recognize that marriage is a process, a constantly changing relationship that requires continued attention and care.

Besides the challenges of combining career and marriage, two-paycheck couples face additional hurdles in the workplace. "Unfortunately, many major employers still operate as if there were only one breadwinner in every family," say the Shevitzes. The biggest problem is the one John and Sharon, the couple mentioned earlier, struggled with when he was offered the promotion that required a move to San Francisco: What do we do when a relocation benefits one partner's career but damages the other's?

Some will not employ both spouses under any circumstances. Others will not employ them both in the same department or allow one spouse to be the supervisor of the other.

Conflict-of-interest rules may keep an employer from hiring anyone whose spouse is working for a competitor or for an organization that has an interest in the employer's business. And even if a spouse is hired, one or both partners may be considered poor security risks and their advancement, as a consequence, may be held back.

The best way for a couple to handle both anti-nepotism and conflict-of-interest roadblocks to their careers is to discuss frankly with an employer how you would deal with the situation. Let the employer know you are alert to the problems involved.

Despite the problems to be overcome, two-career couples find the payoffs are worth the effort:

- Two-career families earn a higher income than one-wage-earner families.

- When both partners are wage earners, each has greater flexibility in terms of changing jobs or careers, doing part-time work, returning to school, or taking time off.

- The economic impact of long-term illness, death, or a layoff will not be as great.

- Two-career couples can bring added knowledge, skills and competence to all members of the family.

- They have a wider range of social and business relationships and friendships.

- They are more likely to understand each other's problems at work.

But the greatest reward seems to be that combining a successful career with a successful marriage creates a particularly satisfying life for some couples. "Working at *what* we love and living with *whom* we love is happiness," says author Dick Irish. And he adds that two-career couples aren't the only ones to benefit from their new lifestyle.

"Pound-for-pound and square-inch-for-square-inch," he says, two-career couples are "the most responsible class in the country--producers, taxpayers, parents. Working couples are the glue which holds the nation together." 🍷

LACK OF COMMUNICATION BETWEEN A TWO-CAREER COUPLE IS OFTEN RELATED TO POOR TIME MANAGEMENT. COUPLES MUST FIND TIME TO TALK SO COMMUNICATION DOESN'T BREAK DOWN.

conditions that constantly test the strength and flexibility of their relationship," say Francine Hall and Douglas Hall in *The Two-Career Couple*. Like the Shaevitzes, the Halls are married and both have careers. She's president of a human resources consulting firm; he's a college professor.

They say two-career couples must use their problem-solving skills more ably and more often than single-career couples. When they asked therapists what qualities help two-career couples succeed, the same factors were cited again and again:

- Partners need to become more realistic.
- They need to be flexible--that is, willing to change themselves and to accept change in a spouse or in the relationship.
- They need to be able to talk directly with each other about emotionally charged issues and feelings.
- They need to allow, encourage and tolerate conflict.
- They need to function as individuals rather than rely solely on the marriage for emotional support.
- They need to develop a basic sense of mutual trust, respect and esteem.
- They must feel a real commitment to the relationship, a willingness to

"Even when only one wage earner was (or is) involved, moves were (and still are) traumatic," say the Shaevitzes. "But the problems raised by relocation in families where there are two wage earners are infinitely more complex than those for the one-breadwinner family."

Companies are becoming more aware of the difficulties. When Catalyst surveyed corporations, 76 percent said they had met with increased resistance from employees who were asked to relocate. Some corporations are willing to help valued employees find jobs for their spouses in the new location.

Couples like John and Sharon should consider asking employers for assistance. "People knowledgeable in personnel matters know that there is an informal agreement among personnel directors to try to find jobs for the spouses of transferring or newly hired employees, when such spouses are known to be seeking outside employment," say the Shaevitzes. "This fact is generally not known to outsiders. But the practice is growing."

Hiring Policies

Anti-nepotism policies and conflict-of-interest rules can be another hurdle for two-career couples. Anti-nepotism policies differ from company to company.



Beth Bauer is a writer based in Irvine, California. She has won awards for her feature and news writing from the International Association of Business Communicators.

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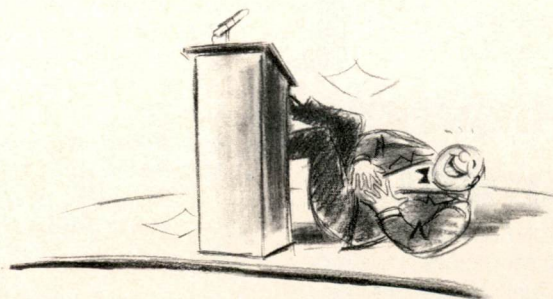
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5180-F Brown Baggers

Redlands, CA--Wed., 11:45 a.m., Redlands Federal Savings & Loan Association, 300 E. State St.

174-1 Peninsula

Rolling Hill Estates, CA--Thurs., 7 p.m., Two Guys from Italy, 600 Deep Valley Dr. (755-4656).

5264-18 Apple Corps

Winchester, VA--2nd & 4th Tues., 7:30 p.m., Braddock Street Methodist Church (667-6412).

5228-22 Centennial

Garden City, KS--2nd & 4th Tues., 7:30 a.m., Garden City Hilton, Library Room, Campus Dr./Kansas Ave. (276-7641).

5258-23 PSL/NMSU

Las Cruces, NM--Thurs., 11:30 a.m., Physical Science Laboratory, NMSU, Stewart at Espina.

5235-23 Roadrunners

Silver City, NM--Mon., 6:15 p.m., Deano's Southwest Sizzler, Highway 180 East (388-4197).

5245-24 Numero Uno

Omaha, NE--1st & 3rd Tues., 7 a.m., Milo Bail Student Center, University of Nebraska at Omaha (554-2508).

5220-26 TNT

Englewood, CO--Tues., 11:30 a.m., Mountain Bell, 6892 S. Yosemite (793-7788).

5219-30 Advanced Speakers

Prospect Heights, IL--2nd & 4th Sat., 8 a.m., Rivers Edge Inn, Hwy. 21/45 (668-6158).

5236-30 Coldwell Bankers

Oakbrook, IL--1st & 3rd Thurs., 8 a.m., Coldwell Bankers Offices (352-0222).

5239-30 Crystal Speakers

Crystal Lake, IL--1st & 3rd Tues., 8 p.m., Crystal Lake Ambulatory, 4900 S. Route 31 (658-3696).

5251-30 Allstate Commercial Plaza

South Barrington, IL--2nd & 4th Thurs., 11:30 a.m., Allstate Insurance Co., 3 Allstate Commercial Plaza (551-2944).

5224-31 Plymouth

Plymouth, MA--1st & 3rd Tues., 7 p.m., Project Friends, 14 Main St. (224-6805).

5225-31 Montachusett

Leominster, MA--Mon., 7 p.m., Caesar's Steak House, 1290 Main St. (582-9089).

5230-31 First Word

Boston, MA--Tues., 7 a.m., Soupcon Restaurant, 1 Beacon St. (731-3231).

5237-31 DEC Roxbury

Roxbury, MA--1st & 3rd Tues., 4:30 p.m., Digital Equipment Corp., 20 Hampden St. (524-5711).

5242-31 NCC

West Concord, MA--Thurs., 6 p.m., Cafeteria, Northeast Correctional Center, P.O. Box 1069.

5259-31 Cape Cod

West Barnstable, MA--Tues., 12:15 p.m., Cape Cod Community College, Route 132 (362-2131).

5261-31 SWEC

Boston, MA--Tues., 12:30 p.m., Stone & Webster Engineering Corp., 245 Summer St. (589-1565).

5227-35 Gladiators

Milwaukee, WI--2nd & 4th Tues., 6:30 p.m., Ninos Restaurant, 5353 N. Port Washington Rd. (461-1212).

5217-38 Textile Speech Weavers

Philadelphia, PA--Wed., 7 p.m., Philadelphia College of Textiles & Science, Henry Ave. & School House Lane (951-2710).

5218-39 American River College

Sacramento, CA--Wed., 1 p.m., American River College, 4700 College Oak Dr. (965-4856).

5243-39 Priority 1

Sacramento, CA--Tues., 6:15 p.m., Federal Express, 1425 River Park Dr., Suite 520 (441-7192).

5215-40 Grayson

Grayson, KY--1st & 3rd Tues., 6:30 p.m., Western Steer, Intersection Rt. 7 and 164 (474-7844).

5246-40 BCCO

Columbus, OH--Thurs., 11:30 a.m., Blue Cross of Central Ohio, 255 E. Main St. (464-5978).

CLASSIFIEDS

5255-40 Shawnee

Portsmouth, OH--2nd & 4th Thurs.,
6:30 p.m., Shawnee State Community Col-
lege, 940 Second St. (354-3205).

5265-46 Kemble Plaza

Morristown, NJ--Thurs., noon, Kemble
Plaza, 340 Mt. Kemble Ave. (326-3652).

5244-49 Wahiawa

Wahiawa, HI--1st & 3rd Wed., 7:30 p.m.,
Wahiawa Community Library, 820 Califor-
nia Ave. (623-4696).

5249-49 Society of Winners and Achievers

Honolulu, HI--2nd & 4th Tues., 5:45 p.m.,
Alamoana Shopping Center, Mgmt. Office
(521-6991).

5250-49 Ohana Oa

Honolulu, HI--Sat., 9 a.m., Center for
Esoteric Study, 2535 Pacific Heights Dr.
(523-1752).

5248-53 Emery Worldwide

Wilton, CT--2nd & 4th Mon., noon, Emery
Air Freight Corporation, One Old Danbury
Rd. (834-3541).

5256-56 High Risers

Houston, TX--Thurs., 7 a.m., Moore Paper
Company, P.O. Box 805 (228-9191).

5229-57 T.S.

Hayward, CA--Mon., 7:30 p.m., Lyon's
Restaurant, Hesperian Blvd. (538-4227).

5234-57 Muir Country

Martinez, CA--1st & 3rd Wed., noon,
Social Service Dept., 500 Court St.
(372-2861).

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Bootstraps 2863-22, Kansas City, MO
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South Plains 261-44, Lubbock, TX

10 Years

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Internal Revenue Service 3149-10,
Cleveland, OH
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Trend-Setters 1338-28, Toledo, OH
Clovis Pioneers 2378-33, Clovis, CA
Giant No. VA 1786-36, Annandale, VA
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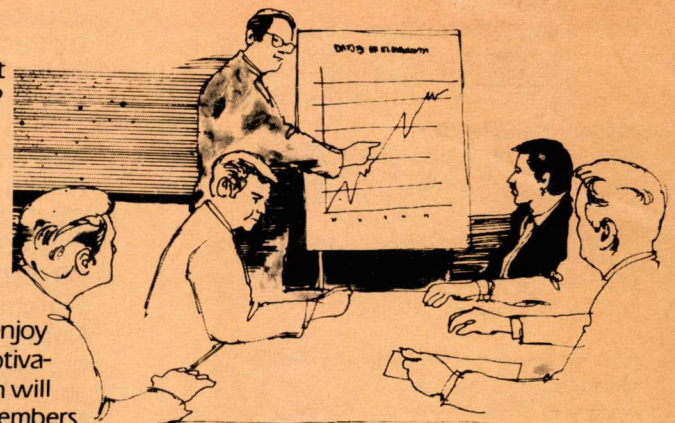
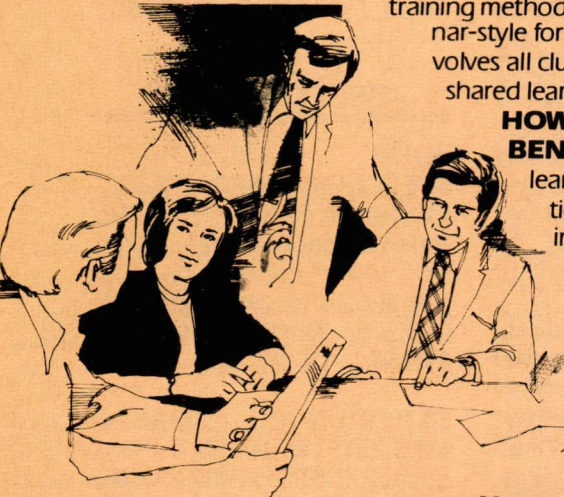
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