

PINSHIP MEANS KINSHIP . . .



Wear It In Good Health!

Small $\frac{3}{8}$ " gold filled membership button	\$1.25 ea.
By dozen or more	1.00 ea.
Large $\frac{5}{8}$ " gold filled	1.75 ea.
By dozen or more	1.50 ea.

Plus 10% Federal Excise tax
Shipping and packing charge—25c up through 1 doz.
50c over 1 doz.

California clubs add 4% sales tax

ORDER FROM
TOASTMASTERS INTERNATIONAL
SANTA ANA, CALIFORNIA

NOVEMBER, 1957

The TOASTMASTER

For Better Speaking, Listening, Thinking



Operation Evaluation, by Dr. Ward J. Jensen
Friends in Your Corner • \$3,000 for \$375

OFFICERS

President—PAUL W. HAEBERLIN River Front Rd., Amherstburg, Ontario
1st Vice-President—AUBREY B. HAMILTON 705 Olive St., St. Louis 1, Mo.
2nd Vice-President—EMIL H. NELSON 1367 Bayard Ave., St. Paul 16, Minn.
Secretary—GLENN H. HOLSINGER Lloyd Bldg., Seattle 1, Wash.
Treasurer—GEORGE J. MUCEY 144 N. Main St., Washington, Pa.
Past President—T. VINCENT McINTIRE P. O. Box 777, Zanesville, Ohio
Founder—RALPH C. SMEDLEY Santa Ana, California
Executive Director—TED BLANDING Santa Ana, California

DIRECTORS

Gordon G. Armstrong P. O. Drawer 601, Mobile, Ala.
Willard F. Bixby Pekin Road, Novelty, Ohio
Harold J. Carper 2655 Tennyson St., Denver 12, Colo.
Evans T. Hamilton 25 N. W. Front Ave., Portland 9, Ore.
Herman E. Hoche 162 Fleetwood Terrace, Silver Spring, Md.
Paul W. Hornaday 4425 Maplewood Ave., Los Angeles 4, Calif.
Robert A. Moore P. O. Box 2391, Sacramento, Calif.
Phillip H. Ogen 37 Hilltop Place, East St. Louis, Ill.
William C. Patten P. O. Box 896, Albuquerque, N. M.
Donald Ramseyer 6818 Elwynne Dr., Cincinnati 36, Ohio
Alex P. Smekta 622 9th St., S. E., Rochester, Minn.
Frank I. Spangler 5271 N. Bay Ridge Ave., Milwaukee 17, Wisc.

TOASTMASTERS INTERNATIONAL IS:

. . . a nonprofit, nonpartisan, nonsectarian educational organization which has helped more than half a million men through its program of self-expression and self-improvement. There are now more than 2600 clubs which are located in every state of the Union, every province of Canada and in 28 other countries.

A Toastmasters club is an organized group providing its members with opportunities to improve their abilities to speak in public, conduct meetings and develop their executive abilities. In congenial fellowship, ambitious men help each other through actual practice, mutual constructive criticism and the assumption of responsibilities within the organization.

Each club is a member of Toastmasters International. The club and its members receive services, supplies and continuing counsel from the Home Office.

“As a man speaks, so is he.”—Publius Syrus, 43 B.C.

The TOASTMASTER

For Better Thinking—Speaking—Listening

OFFICIAL PUBLICATION OF TOASTMASTERS INTERNATIONAL, INC.

VOLUME 23 NUMBER 11 NOVEMBER, 1957

Ted Blanding

Executive Director,
Toastmasters International

Maurice Forley

Editor

Dorothy Garstang

Assistant Editor

ON THE COVER

Lincoln's speech at Gettysburg on Nov. 19, 1863, was so brief that the photographer did not get his camera adjusted in time. This picture by A. I. Keller has been generally accepted in detail and spirit as a faithful pictorialization of the event.

Picture courtesy of The Bettman Archive, N. Y.

INDEX

OPERATION EVALUATION—By Dr. Ward J. Janssen	2
FRIENDS IN YOUR CORNER—By Earl Scott	6
THROUGH STRENGTH WE GROW—By Paul W. Haeberlin	8
IN DEFENSE OF EDWARD EVERETT	9
\$3,000 FOR \$375—By Ed Mercer	12
BUILDING A SPEECH—By R. C. Smedley	14
ACROSS THE DESK—By Ted Blanding	19
FINANCIAL REPORT	24

WHAT'S GOING ON, 16 — EDITORIAL SPEAKING, 20 — CLUB TO CLUB, 22 — PROGRAM SUGGESTIONS, 27 — LETTERS TO THE EDITOR, 28 — HOW WE TALK, 30 — JUST IN JEST, 31 — NEW CLUBS, 32.

PRINTED IN U.S.A.

PRICE \$1.50 PER YEAR

Address All Communications

The Toastmaster, Santa Ana, California

TOASTMASTERS INTERNATIONAL is a non-profit educational organization of 2616 active clubs, located in the United States, Alaska, Australia, Canada, Canal Zone, Channel Islands, Cuba, England, France, Germany, Greenland, Guam, Hawaii, Hong Kong, Iceland, Italy, Japan, Morocco, Pakistan, Philippines, Puerto Rico, Scotland, South Africa, South Pacific Islands, Spain, Thailand, Turkey and Venezuela. Organized October 4, 1930. Incorporated December 19, 1932. First Toastmasters Club established October 22, 1924.

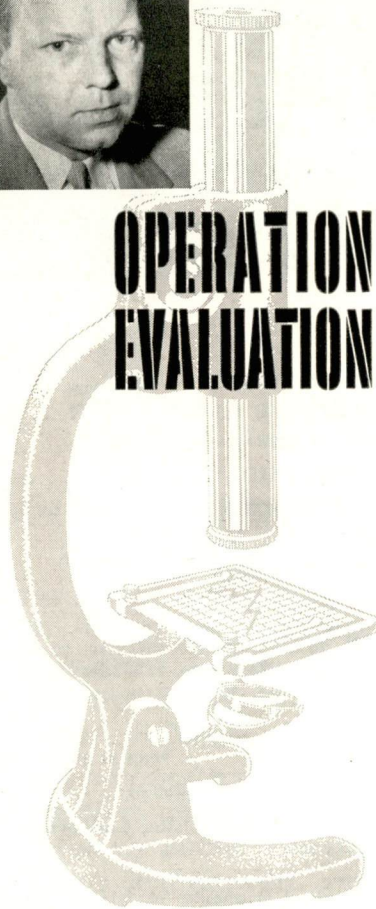
HOME OFFICE—Santa Ana Community Center, 1104 West Eighth Street. Opinions expressed in the articles in this magazine reflect the views of the writers and do not necessarily indicate the attitude of the organization, Toastmasters International. Published monthly at Santa Ana, California. Copyright © 1957 by Toastmasters International. Name registered, U.S. Patent Office. Entered as second-class matter October 25, 1941, at the Post Office, Santa Ana, California; act of March 3, 1879. All articles submitted, and the right to copyright same, shall belong to Toastmasters International unless the person submitting the article expressly reserves such rights in himself.

NOVEMBER, 1957



*The New Outlook In
Management Consulting*

**OPERATION
EVALUATION**



By DR. WARD J. JENSSSEN

NOT much more than 40 years ago the management consulting field revolved around the so-called "efficiency expert" with the stop watch in his hand. From this beginning have grown consulting firms employing as many as 100 or more professionally qualified staff members who provide guidance and assistance in problems of organization, finance, production, personnel, marketing, advertising, and other phases of modern business management. It is estimated that today there are well over 1,700 management consulting firms in operation, with annual fees amounting to over \$200 million.

As the management consulting field has grown in professional status, it has been called upon to assist both large and small companies in more and more diversified ways. A large part of the consultant's work still deals with solving specific problems or developing specific corrective programs for the "ailing" company. Daily, however, an increasing number of perfectly "healthy" companies are calling on the management consultant for a periodic check-up—an internal review or audit designed to indicate areas of strength as well as weakness.

This evaluation process can be a very broad and general look at all phases of the company's operations, or it can be concentrated on specific areas such as personnel, customer relations, product diversification, or other limited phases of the modern business enterprise.

A logical question which may be raised at this point is: "Why use a consultant for this? Can't the organization evaluate itself?"

There are several good reasons why many business organizations are convinced that the professional management consultant can perform this type of audit more effectively than the company's own personnel.

The consultant brings with him a greater degree of objectivity than any employee of the company could possibly have. In taking stock of a company's strengths and weaknesses, freedom from personal bias of all kinds is imperative. It is all too easy for the company executive to rationalize failure by convincing himself that "this situation is different; we can't go by outside standards." People inside the company want it to succeed, and this all too readily leads them to assume success even when the indications are contrary.

A management consultant can tell you frankly what he sees in the situation because he is not emotionally involved in it. He can look at your organization through the eyes of a customer, a supplier, or a competitor and can provide a frank, no-punches-pulled opinion.

.....
A number of the techniques and methods currently in use by West Coast industries, have been pioneered by Dr. Ward J. Jenssen, manager of the Los Angeles office of George Fry & Associates, management consultants. He has served as consultant to many organizations on the coast, as well as in other parts of the country. Specializing in industrial psychology, Dr. Jenssen has taught on the faculty of Northwestern University and of the University of Southern California.

The consultant supplies fresh viewpoints and thinking to the situation. How often do you find that you will approach new situations with the same old methods? Or that when evaluating the company you will see the same problems and the same solutions again and again? Quite frequently this happens because executives have faced the same problems before and they tend to rely on the same solutions they previously used. There is a great deal of merit in a "tried and true" solution, but it can also serve as a "blinder" to possible new and better solutions. A management consultant looking at your company for the first time can see relationships that you have missed because of your closeness to the situation. The outside person can approach the company with new ideas because he has not already become a part of the old pattern of the same questions and the same answers.

A professional counsel has the advantage of backgrounds not found in your organization. Management consulting firms usually retain individuals who have technical and professional backgrounds in a variety of management areas. These men can evaluate and audit your progress from many different angles. They also can use their previous experience with similar firms in evaluating your performance against that of your entire industry.

Working with an objective consultant can help your own personnel develop and look more broadly at the situation. A consultant can stimulate a group to break through

their conventional approach, thereby increasing their effectiveness. By working with an outsider, a company employee usually will be sparked with renewed desire to correct a frustrating situation.

Some of the management areas which our firm and others find most frequently coming under scrutiny in an audit or evaluation assignment include:

Goals and Objectives

The consultant evaluates the long range goals of the company to determine the extent to which they are realistic and possible to attain. The consultant then recommends appropriate procedures for revising company goals so they are meaningful and realistic and so that the company can capitalize to the fullest on its potential opportunities.

Policies and Organization

The policies and the plan of organization are analyzed to see if this is the appropriate framework through which to achieve the desired objectives. The consultant checks to see if the organizational structure is well laid out and flexible enough to be revised as new company requirements develop.

Merchandising and Sales

The spotlight is put on the whole marketing program to gauge how effective it is in deriving maximum sales and profits. In this area, the consultant considers pricing policies, channels of distribution, selling expense ratios, and trade and customer relations. He then recom-

mends any steps necessary to strengthen the sales program and to achieve the agreed-upon sales objectives.

Production Facilities and Operations

Here the consultant is concerned with the way manufacturing and sales are co-ordinated. Production standards, inventory controls, and cost controls are also targets for evaluation and possible revision.

Financial Planning and Control

The plans for meeting the company's short-range and long-range financial requirements are examined. The consultant checks how cash requirements are anticipated to see if sufficient funds will be available when needed.

Personnel Relations

An effective program for acquiring and maintaining employees is the essence of this part of the evaluation. "Fringe benefits," executive development programs and wage and salary administration are all weighed by the consultant in determining the effectiveness of a company's personnel program.

Management Controls

The consultant looks at the present controls and reports used in the Company—is it "report-happy" with too many useless reports being completed or does the Company "play it by ear" without any reliable method of control and prediction? The consultant evaluates

whether the executives receive enough information to make sound decisions and at the same time are not over-burdened with excessive detail.

In our description of the evaluation assignment you probably noticed the use of the word "recommend." A management consultant does not assume any of the authority of the company executive to make decisions. The consultant works in co-operation with management, analyzing the situation and recommending action. The acceptance of the recommendation and the decision to act rest solely with the company.

Evaluation is a very necessary part of a company's "health," and is a vital part of future planning. Our organization has found that a systematic, objective review of a company at regular intervals can often provide that invaluable

"ounce of prevention." Frequently such an audit can pinpoint areas of potential trouble and correct the problem before it gets out of hand. If all phases of the operation are going well, the audit may provide added support for decisions to expand or to develop along new lines.

In the past few years more and more companies have come to regard the periodic audit as an indispensable tool for modern management. The trend seems to be to this preventive type of consulting in contrast to the corrective assignment. As business focuses its attention on staying healthy, the calls for a consultant to apply a "band-aid" to an ailing limb of the organization are likely to decrease. In its place, we may see a definite shift in the management consulting profession toward the preventive, evaluative, audit type of client assignment. ❖

THE TEST OF ELOQUENCE

"Who could convince X of any truth which he does not see must be a master of his art. And eloquence is the power to translate a truth into language perfectly intelligible to the persons to whom you speak. Is this a vulgar power? Declamation is common; but such possession of thought as is here required, such practical chemistry as the conversion of a truth written in God's language, into a truth in X's language, is one of the most beautiful and cogent weapons ever forged in the shop of the Divine artificer."—Journal of Ralph Waldo Emerson, Volume VIII, page 313, 1852.

ON LIVING IN A VACUUM

"I wish to hear the thoughts of men which differ widely in some important respect from my own. I would hear an artist, or a wise mechanic, or agriculturalist, or statesman, or historian, or wit, or poet, or scholar, great in a peculiar department of learning, but not one who only gives me in a varied garb my own daily thoughts. I think it is better to sever and scatter men of kindred genius than to unite them."—Journal of Ralph Waldo Emerson, Volume V, page 196, 1839.



FRIENDS IN YOUR CORNER

BY EARL W. SCOTT

MANY a good man has found that facing an audience is a worrisome, agonizing business!

True, some few Ciceros, Websters and Bryans may have been born with silver tongues in their mouths—but you and I, frankly, can lay claim to no such boon. Most of us have experienced moments of stage fright when few words came—and those that did sounded like a mallard drake's mating call.

Take an ordinary club night. Seated at the table with friends and fellow members, you have been blessed by a surrounding security of numbers. Now come the dread words of the presiding officer—"Gentlemen, it is with a great deal of pleasure I introduce Mr. William X, who will discuss 'The Current Pest of the Tent Caterpillar.'"

Mr. X? That's you, of course—and you find yourself stumbling forward from your chair, mouth dry and palms clammy.

This is a distressing picture; fortunately it loses some of its poignancy as time goes on and the constant opportunity of addressing your fellow members gradually gives you assurance. Yet seasoned speakers of many years' experience still admit to butterflies under the belt buckle.

Is this worry necessary? What forms the basis of this fear?

Down in your heart you are convinced you know your subject well. You have been over the assembled facts again and again. It is not the material that worries you. It must be *yourself*—fear of your ability to put things across!

Let's switch for the moment to a happier scene.

You meet an old acquaintance—let's call him George. Good old George. The minute you see him you think of a story. You seize him by the arm, back him up against the building and put him on the spot.

There is no thought of an audience here, no thought of yourself. You just get busy spinning a good one. You cajole, whisper, impersonate several people. You gesture, wave your hands, poke a finger in George's chest, roll your eyes, focus them fiercely. You pause for emphasis and hold George fascinated, awaiting the point.

Through it all you never cease pouring it on; you put it across. Your reward? A hearty roar from good old George.

"Boy," he chokes, "I gotta remember that one."

Do you realize what has happened, what it all means? You have called in your allies—the *friends in your corner*. Together you have put across your yarn and made a bulls-eye. Naturally, unconsciously, you have been making use of the six basic principles of public speaking, *voice, incidentals, use of the eyes, time values, vitality and repose*.

There is no alchemy here, no difficult tables, rules or theories to be memorized, just everyday attributes possessed by all human beings. The trick, of course, is to learn their *conscious use*, to find ways to put them to work for you.

"That's quite an order," you reply. "How do I start?"

Well, you begin to watch people in everyday life around you. Study a good salesman's pitch when he enters his office. Boy, does he make use of the friends in his corner! Make a study of other speakers, their effective pauses before points to be made, their gestures (incidentals) used to fill those pauses or emphasize strategic statements.

It is a pleasure to observe a good mechanic plucking one of a dozen wrenches from a rack, choosing the right wire from a tangled mass to set it instantly in place. It is the deftness of touch that you like; it reassures you. A good speaker can be as effective with the tools of his trade.

You will make errors, of course, but the old fear of the crowd will diminish with constant practice and the character of your audiences will seem to be changing from a regiment of indifferent faces to a bevy of friendly smiles. Comes the day when you suddenly realize that out front there is a group of pretty much "good old Georges" after all, waiting to be instructed, wanting to exercise laughter, asking to be entertained.

Man, what a relief that is!

Strangely enough, this expanding study of yours, this endeavor to improve your approach, gives you an increased appreciation of what the other fellow is doing. You begin seeing why Williams across the way is going to town in his business and conversely, why poor Jencks, down the hall, finds the going so hard.

The theatre, TV and movies take on an added interest. They are a veritable proving ground in the ap-

(Continued on page 18)

* * *

Earl W. Scott of the Highway Toastmasters 2149, Santa Fe, New Mexico, is Governor of Area 2, Dist. 23. Earl is In-Service Training Director of the New Mexico State Highway Dept. A magazine writer and former Publicity Director of the State Tourist Bureau, he was a one-time trooper of the Chataqua Circuits and held the chair of Drama and Speech at New Mexico Highlands University.



THROUGH STRENGTH WE GROW

By PAUL W. HAEBERLIN
President, Toastmasters International

IT IS a sobering experience to accept office in an organization of the size, scope and limitless potential of Toastmasters International. It is a time for searching evaluation of past performance, present status and future objectives.

As your 1957-58 Officers and Board of Directors begin their administration, we pledge ourselves, first, to ensure continuity with the spirit of service of past administrations. It will be our task to add to the strength which now exists. We pledge ourselves to keep in sight those first principles on which Toastmasters was founded, and so to administer our offices that the original concepts will continue as our primary motivation.

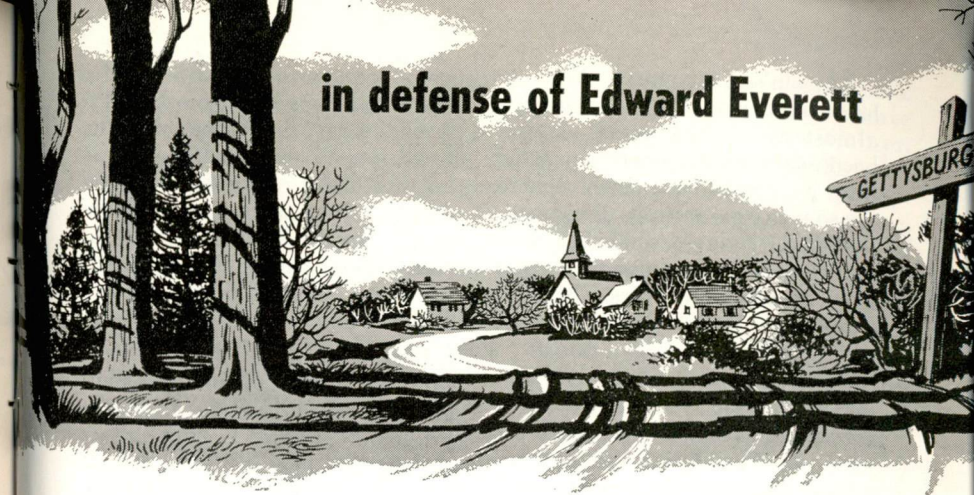
Toastmasters International has enjoyed in the past a phenomenal growth. Some have claimed that we have suffered from growing pains. Perhaps it is true that there is no growth without some accompanying pain and that maturity brings its problems. We hope that our future growing pains will be painless, with the result that Toastmasters International will be bigger, stronger, better qualified to serve its members and to meet the future.

The 1957-58 administration is unique. It will be the first administration to operate under the revised Bylaws adopted at the 1957 convention in Dallas. Therefore we must act with wisdom, prudence and restraint, since our administration will set precedents for those to come. Working in close harmony with the Home Office, we shall endeavor to see that those precedents will be firm and practicable.

Our first task is to use the revised Bylaws in such a manner as will justify the vote for their acceptance. With the improved committee structure, it will be possible to make fullest use of the rich experience available to us among our Board members.

As the first International President selected from beyond the borders of the United States, I shall take especial pride in fostering a world-wide growth and unity based upon our common interest in Toastmasters. ❖

in defense of Edward Everett



INJUSTICE has been done to the memory of Edward Everett—the man who also spoke at Gettysburg on November 19, 1863. It is time for a brief re-evaluation.

A man has a right to be remembered in terms of his greatest contribution to his country and his fellow men. In Everett's case, this contribution was his service when, as Minister to England in 1841, he successfully conducted the negotiations leading to the settlement of the Oregon boundary—a touchy matter in which war was narrowly averted.

There were other services which Everett rendered. He was for a time President of Harvard University, Governor of Massachusetts, U.S. Representative and Senator. In his later years, he joined the small group attempting to purchase Mt. Vernon and establish Washington's old home as a national shrine. His oration on Washington netted over \$70,000 for the cause.

It is unfortunate for Everett that, a man of ability, integrity, sincerity and conviction, he was once forced to stand on the same platform and compete for attention with the sublime utterance of a man of genius. Because of this accident, he has been subjected to unfair comparison and relegated to semi-oblivion. He is remembered as the man who prepared for months, spoke for hours, and came out second-best.

Elementary logic teaches us that there can be no true comparison between objects of different species. Unlike things cannot be compared. Genius and talent are unlike qualities. They can not be measured in the same terms. Genius is unique; it may be recognized and appreciated; it is difficult to evaluate. It is above and beyond talent.

What exactly did happen, that gray afternoon in the Pennsylvania hills?

Lincoln's Gettysburg Address has been a model for speakers for almost a hundred years. It has been analyzed, dissected, separated into its component parts. There are so many paragraphs of so many sentences; so many sentences of so many words each, none of them over so many syllables. Brevity, simplicity, clarity. Opening, body, conclusion.

These are not the elements which made Lincoln's speech forever great. Let us look at the speech for what it actually was—the impassioned utterance of a great truth, affirmed by a man of genius, at the precise time when such affirmation was necessary.

A legend has grown up around the Gettysburg Address, a legend that threatens to obscure its meaning and its value. This legend is what people in the entertainment world call a "natural." It has all the elements which appeal to the popular imagination. It is Cinderella at the ball. It is the biter bit, the triumph of the rejected over the rejectors. It has drama, struggle, pathos, human interest. Like children reading a fairy tale we hug it to our heart and say, "If we had been there, we would have been on Lincoln's side."

It is not necessary to give up the beloved story completely. It is necessary to separate the essence of the speech from the drama of its presentation. This is difficult to do, for the drama is mighty. On one hand stands the awkward, ungainly, almost-disregarded President, who had been tendered an off-hand invitation to speak only because it was hardly possible in view of his

position not to do so. Beside him stands the dapper, successful orator of the day, the famous man the crowd waited to hear. There was the thundering, tumultuous applause accorded to Everett, the apathy extended to Lincoln. And finally there came the triumphant emergence of Lincoln's words, and their ultimate canonization.

The implication that an over-confident Goliath of bombast went down before an awkward, simple and sincere David, is both unfair and absurd. It is true that Everett had spent his accustomed long period of preparation on his two-hour, carefully memorized speech. But whether Lincoln spent a week or two weeks over his message, or whether he scribbled a few notes on the back of an envelope as he rode the train to Gettysburg, is immaterial. Lincoln prepared for his speech with over fifty years of living.

The judgment of the contemporary is rarely the judgment of history. Lincoln's speech was the affirmation of a great truth.

Truth is truth, the same yesterday, today and forever, yet truth often wears a veil and is not recognized by the casual glance. The truths which Lincoln stated and which are so universally recognized today, were hotly debated issues in 1863. Men differed on them not only in conviction and argument; they were passionately offering their fortunes and their lives for the side in which they believed. "*We are met on a great battlefield of that war . . .*"

Lincoln's words at Gettysburg

were the voice of one crying in the wilderness, crying a re-affirmation of faith in democracy and a re-dedication to the democratic ideal. They came at a time when such affirmation and dedication were vitally needed, when "government of the people, by the people and for the people" stood in grave danger of perishing from the earth. They live as a watchword and a warning for whenever such times re-occur. They do not belong exclusively to America, nor to the period of the War Between the States. They belong to the entire world of free people who value their freedom.

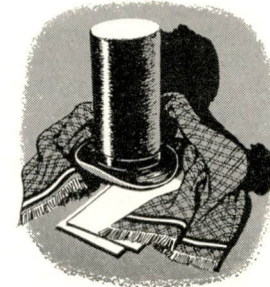
If in order to study the speech there must be comparison, contrast and analysis, let us place it in its proper category—not against the polished sentences of Edward Everett, but ranged with the other great voices of history which have cried out in warning upon their times. It belongs with the Prophet Nathan's denunciation of King David ("Thou art the man!"), with the ringing "Repent Ye!" of John the Baptist, the thunderous "J'accuse!" of Emile Zola.

The world has always had its

voices crying in the wilderness. God willing, it will continue to have them. From Socrates to Schweitzer, from Milton to Edward R. Murrow, they call upon the people to stop, to think, to understand. Sometimes they are heard; sometimes they go unheeded. But neither cups of hemlock nor public indifference can silence them. It is well for civilization that this is so.

The world has need of its warning voices, its Zolas, its Lincolns. Without them the people would perish and civilization decay. Yet the world also needs its Edward Everetts—its thinking men who through study, reflection and conviction, support and advance the cause in which they believe. They may, perhaps, be considered as the lesser prophets; they may never achieve that combination of inspiration, expression and timing that would raise them to the rank of major prophets. Their work should not be minimized because of this.

Though they may never stand as one of the pinnacles on the tower of truth, they are of the timbers that support the edifice. It is an honorable function. ❀



\$30000 for \$375

BY ED MERCER

Ed Mercer is Immediate Past President of Madison Toastmasters 173, Immediate Past Governor of Area 8, District 35, and present Public Relations Chairman of District 35.

WOULD you trade an investment of \$375.00 in cash, plus about 50 eight-hour working days, for \$3,000 or more?

I did!

The \$375 and the 50 working days represent approximately the money and time which I have put into my Toastmasters club membership. That is, in four and a half years as a Toastmaster, I have put in about \$375.00 in dues and meal costs, and about 50 eight-hour working days in time at meetings.

The \$3,000 represents the approximate immediate cash value that has already come back to me on my investment, with much more to come.

I left newspaper reporting to work as a combination copywriter and account executive for the Madison (Wis.) Advertising Agency,

Inc. My agreement was to work on a commission basis on both copywriting and account sales income.

Copywriting was easy because it was a matter of changing from a reporter's way of writing to a salesman's way of writing about a product so that people would buy it. Account sales, however, came harder. Earlier sales experiences had never proved profitable to me because I had stage fright whenever I tried to sell, no matter how enthusiastic I was about the product or service I was selling.

Shortly before joining the Agency staff, I was given the privilege of joining the Madison Toastmasters Club 173, District 35. My first year was spent in overcoming the fear of getting up before the club. The second year, Toastmasters helped me overcome part of my fear of

arguing my cause before strangers, because I was named deputy-governor for the club and met at the regular District 35 Council meetings.

The third year, with confidence gained through my Toastmasters training, I finally gathered enough courage to begin fulfilling the second part of my employment arrangement with the Agency. I began trying to sell new accounts.

Those first contacts were nightmares! The trouble was that I was trying to sell something to someone, instead of having someone trying to sell me.

Then I moved into my fourth year of Toastmasters work. During that year three important events took place that meant more money and greater satisfaction to me.

First, the club selected me in mid-year to fill out the term for the retiring Educational Vice-President. He was being transferred to a better job in Minneapolis, due to the increased ability to communicate which he had developed through his Toastmasters training. When that partial year as Educational Vice-President ended, the club extended to me the great honor of electing me President.

Following shortly upon the heels of that honor came a decision by District officials to create a new Area—Area 8—in the District. They invited me to be Governor of the new Area.

The third important thing that happened to me during that fourth year was that I finished Basic Training and moved into Beyond Basic Training. I also attended all District and Zone conferences, and

found a tremendous value in them.

With the completion of Basic and the working out of executive leadership problems on club and area levels, my confidence rounded out so much that I was able to sell our Agency's services to a substantial account. This more than doubled my annual income and accounts for the \$3,000 return on my Toastmasters investment. The end is not in sight, since that first account is increasing and other business is developing because of it.

Another advantage accrued to me, just as important as the ability to increase my financial returns. This is the tremendous satisfaction gained in being able to take an active part in church, company and community activities, and meeting and discussion sessions.

Toastmasters gave me the courage to volunteer for Sunday School teaching. This has proved to be one of the most rewarding jobs I have ever had, and is one which I plan to continue. Toastmasters has also helped me to the presidency of our church men's club, and to be an officer in the men's club affairs of Madison Presbytery.

In short, Toastmasters has helped me to take active leadership work in church and inter-church activities along with other Madison men.

May God bless the Toastmaster who took me as his guest to my first Toastmasters meeting. The \$3,000 I mentioned in the beginning is merely a pittance compared to the other benefits accruing from membership in this wonderful organization. While the monetary investment is small, the dividends returned are substantial. ♦

Building a Speech

By RALPH C. SMEDLEY

THE process of constructing a useful outline for a speech is one of the more tiresome tasks of the speaker. This is one reason why many speeches are poorly constructed. It is just too much trouble.

As a help to the man who wishes to learn how to organize his thoughts logically, here is a sketch of the preparatory work for a speech on the theme, "Success."

What shall be our purpose? Shall we tell how to succeed, or what constitutes success, or shall we tell about people who have been successful?

Considering the general interest in "how to" prescriptions, we may choose for our subject: "How to be Successful."

First, we may begin by reminding our hearers that one of the dominant desires of mankind is to be successful.

Second, what is success?

(a) It may be the attainment of a position above mediocrity, at least in one's particular activity.

(b) It may be the satisfaction of one's ambitions and aspirations.

Here we need some illustrations. Some people are ambitious to win success in some inferior line of activity. Consider the small boy whose ambition was to be able to

wiggle his ears. He spent much time on this, and when he managed to produce a slight movement of his external auditory apparatus, he claimed success.

Third, success is always relative. It depends on circumstances. It may involve the acquisition of wealth, gaining social prominence, occupational proficiency, home relationships. The nature of success depends on the purpose of the striver for attainment.

Fourth, we consider the "secrets" of success. How is it to be gained? Several factors are involved: health, character, appearance, personality, knowledge of job, efficiency in work, interest in work, ability to use brains, ability to get along with people.

We shall select two or three of these for special emphasis.

Fifth, consider whether there is a single determinant in the struggle for success. Can we select one *sine qua non*, one essential, without which success is impossible?

We may say that the most important determinant is the emotional make-up, the personality traits.

Experts have surveyed the field, and they say that knowledge and skill constitute about one-half of the equipment for success, while the other fifty per cent takes in be-

havior, disposition, mental attitudes, cooperativeness, ability to get along with others.

Says one authority: "It is better for business and social advancement to have a good personality and mediocre ability than to possess a superior intellect and ability, along with a displeasing personality."

Sixth, with all this material, we have laid the foundation for a powerful conclusion—an appeal for the cultivation of those personality traits which are so essential. This conclusion should be so clear and strong that action will be the natural result.

And now, *what is the matter with this outline?*

It is too long. It takes in too much material. It is timed for twenty to thirty minutes, which might be all right for a commencement address, but is far beyond the limits for a short speech. We must shorten it, by elimination and condensation.

This is one of the hardest tasks for the speaker. He has so much good material, and he hesitates to leave out any of it. One is reminded of the saying of the gardener: "When you plant lettuce, sow thick and thin quick." Apply that principle to this outline, and you will get results.

But remember that it is better to have more material than you can cover than it is to run out of thoughts when you are only half through your time.

"Talking is like playing on the harp. There is as much in laying the hands on the strings to stop their vibrations as in twanging them to bring out their music."

—Oliver Wendell Holmes

One of the best examples of a short speech, based on a scarcity of material, is found in the story of a young man attending a theological school in preparation for entering the ministry. In the class in pulpit oratory in which he was enrolled, the assignment one day was for each student to accept a text or subject as he mounted the platform, and then deliver a sermon on it without time for preparation.

Our young friend, as he stepped forward, was handed a slip of paper with the one word, "Zaccheus," written on it.

Being short of stature, he had to stand on tiptoe to look over the lectern. As he stood there, he declared, "My sermon is divided into three parts. First, Zaccheus was a little man. So am I. Second, Zaccheus was up a tree. So am I. Third, Zaccheus made haste to come down. And so will I."

The essential point is to have a clear outline, or framework, on which you can hang as much material as you wish, depending on the length of time allotted to your talk. You can then build it up with illustrations and analogies and arguments, or you can trim it down with all necessary severity. The clear outline leads to a definite conclusion, and the length of time it takes for you to reach the conclusion depends on the amount of detail with which you fill in. Just be sure that your plan is clearly in your mind, and that your purpose dominates the conclusion of your speech.

What's going on . . .



Staff NCO Toastmasters mix sukiyaki and speeches

The *First St. Paul Toastmasters Club* No. 167 proudly celebrated its 17 years of Toastmasters training with many of the charter members present. George Blake was awarded the First St. Paul Speaker of the Year cup, which he accepted from Milton Knoll, Jr., previous winner of the trophy. Gar Wright, charter member, gave one of the speeches which he had presented

George Blake receives Speaker of the Year award from Milton Knoll Jr.



during the first year of the club's life.

Speeches, sukiyaki and colorful kimonos combined in a successful social evening for the *Staff NCO Toastmasters of Kaneohe Bay, Hawaii*, when members and wives gathered at the famous Ishii Garden in Honolulu. The speaking program fitted in nicely while the guests manipulated chopsticks. Club President "Skip" Wishall presided.

"Top O' The Morning," bulletin of *Club 103 of Phoenix, Arizona*, prints 3-line evaluations of club program speeches given by its members. Evaluators are reported as giving greater thought to their comments as a consequence.

THE TOASTMASTER

Pres. William Robinson learns Tahitian movements from Dancer Manuia Fages



Tahitian Night at the *Kentwood Toastmasters Club 1283 of Los Angeles* was a very successful affair. Tahitian dancer Manuia Fages entertained the group with dances of her native country, and instructed several Toastmasters in the rhythmic Island movements.

Minneapolis' 500th Toastmasters Club is justly proud, these days, of the success of a Speechcrafters group which they have sponsored. The unique feature of the group is that all the members are blind. The Speechcrafters group was formed through an appeal from the Minneapolis Society for the Blind, which felt that removal of self-consciousness by learning to talk to people would be of tremendous benefit. The group has had much favorable publicity and was recently the subject of a column by George Grim in the *Minneapolis Morning Tribune*. "Because of those Toastmasters 500 club members who spend their Tuesday evenings with their proteges, those who are thwarted by lack of sight are finding new confidence in a world of sound," wrote Grim.

The *Shore Toastmasters No. 2006 of Cleveland, Ohio*, held a "Bill Veeck" night, with the former President of the Cleveland Indians as honored guest and speaker. Club Pres. Charles Unkovic presented him with literature from Toastmasters.

The *Foremost Toastmasters Club of Evansville, Ind.*, staged a "This Is Your Life" program honoring Past District 11 Governor Vern Whitten. Seven Toastmasters under the leadership of H. F. "Sandy" Sanderson collected interesting data for the humorous speeches, and succeeded in surprising and confounding the unsuspecting Whitten. Crowning event was the presentation to the Past Governor of associate membership in Foremost No. 507—he being a member of the friendly rival club No. 337, the Evansville No. 1 Toastmasters.

Pres. Charles Unkovic presents TM literature to Bill Veeck



NOVEMBER, 1957



Symbol of Friendship

When the *Scoonie Toastmasters No. 1404 of Leven, Fife, Scotland*, received its charter, Clubs 404 and 904 of Grand Rapids, Mich., sent a gavel as a symbol of international friendship. In a return gesture, the Scoonie Club presented a gavel to the newly-formed Club 2404 of Barrington, R.I. In the form of a miniature golf club, the gavel was designed, made and presented to the club by the famous club-making firm of Nicolls of Leven. President F. H. Grant presented the gavel to Sec. P. S. Lawson for despatch to the Rhode Island club, while Toastmasters MacPherson, Doig, Barlow and Barclay observed.

The Jiko Kojo Toastmasters of Tachikawa Air Base, Japan, had as their guest Norman Dobbie, newly elected President of Club 1519 of Melbourne, Australia.

Norman Dobbie of Melbourne greets Jiko Kojo TM's of Tokyo



FRIENDS IN YOUR CORNER

(Continued from page 7)

plication of the six principles. You have always felt that So-and-so was a great actor. Now you begin to see why. You emulate some of his tricks of the trade in your "Hands Up" speech at Toastmasters, and are astonished to discover how effective they prove to be.

Soon you will begin to realize that examples of this project with which you have so lately become concerned have been going on before your eyes every day since you can remember. There are the neighbor lady gossiping with your wife across the back fence; voluble Officer Riley pounding his beat; the Reverend in his pulpit; youngsters trooping by to school; the World Series umpire, conscious of the breathless thousands at his back, dramatically intoning, "S-tee-ri-ke tha-ree!"

Anywhere and everywhere are people, expressing themselves in varying degree, all using the same six principles of communication. The wonder is that you had never noticed it before, and you feel much like the man in the well-remembered story, "Acres of Diamonds," who went searching for precious stones halfway across the world, only to find upon his return that they were buried in his own back yard.

All of which proves a disconcerting thought, yet a strangely comforting one! It is mighty nice to know that your allies are so close at hand. They need only to be recognized to become of active and valuable aid. ❀

THE TOASTMASTER

Across the Desk

By TED BLANDING, Executive Director
Toastmasters International



What happens to your Toastmasters dollar, Mr. Member? Are you interested? Do you care?

The financial report of the corporation, Toastmasters International, is published on page 24 of this issue of THE TOASTMASTER MAGAZINE. I hope you'll read it; my guess is that unless it is specifically called to your attention, you won't. I recently tried to give such a report to my own club, and faced the largest chorus of yawns in club history.

There are, however, a few things every man should want to know about the per capita dollar he pays in to an organization: (1) Is it properly budgeted and spent in the best interests of the members? (2) Is it adequately accounted for?

As for the second question, I've just had a long session with the auditor. There isn't a three-cent stamp he hasn't scrutinized. He has thumped the organization's chest, whacked its knee, depressed its tongue and examined the whites of its eyes—and returned a clean bill of health, with a prognosis of continuing well-being.

Now for the first question. Here we encounter something unique among organizations—something of which we are rather proud. *For every dollar you pay into Toastmasters International, you receive in services or interest (surplus funds available for research for an improved program) the equivalent of \$1.20.* This is made possible through our rather extensive sales program, magazine revenue and other values we receive.

Thirteen years ago, the services which the clubs received from the Home Office were limited. There was, for instance, very little or no program assistance. Today, virtually every club need can be met. Yet the cost to you is no more than it was at that time. Though the cost of living has risen so that it now takes \$1.75 to buy what \$1.05 bought in 1945, the price of being a Toastmaster has remained the same.

How are we able to do this? Through good management, through mechanization of operation without losing the personal touch, through cooperative effort. Our movement is dedicated to *giving*.

Your Board of Directors stand as guardian watchdogs of the corporation's financial affairs. They approve the budget; the Home Office keeps the expenditures within that budget. Through their efforts, combined with those of your Executive Director, Toastmasters International will continue to give back to you, the members, full value and more for what you give. ❀

NOVEMBER, 1957

Editorially Speaking...

TOASTMASTERS SERVE OTHERS

For many years, pursuant to a policy established by our Board of Directors, Toastmasters International has encouraged the acceptance of our principles and the use of our methods, materials and services among groups which are ineligible for membership or full participation in our program by reason of age, sex or conditions rendering full activity impractical.

Such groups now exist in high schools, colleges, graduate schools, veterans' hospitals, and other rehabilitative institutions. We are proud of the work done by these groups on behalf of their members and of the role played by Toastmasters clubs sponsoring and assisting these groups. Our principle of service and our nonprofit status have enabled us to help others and create incidental good will for Toastmasters International while giving our own club members an opportunity to apply the skills they have learned in our program with benefit to themselves and others.

Many of these special groups have called themselves Speechcrafters; others have called themselves Toastmasters; others select names of their own choice.

The matter of names has complicated life for all concerned.

"Speechcrafters Clubs" have been confused with our own Speechcraft course. Use of the name "Toastmasters" by a club which is not a member of Toastmasters International not only misleads—albeit unintentionally, but has certain legal implications of possible adverse effect. Our name and insignia are property assets of Toastmasters International, registered and protected under various trade-marks, service marks and copyright laws which Toastmasters International is obligated to protect on behalf of the organization.

In the past six months there has been a marked increase in requests for assistance to special groups. These requests have come from institutions of all kinds and from Toastmasters clubs. Existing groups have asked the Home Office to provide information enabling them to benefit by the experiences of other similar groups. As a result of these inquiries and a careful study of the entire project, many limitations and complications have been brought to light. Many groups are unable to pay all or even part of the cost of our services and materials. Since we serve our clubs and club members on a cost basis, we do not have a financial margin that would permit us to donate our

aid as generously as we would like. We cannot raise our prices to members, in effect causing them to subsidize special groups, without member consent and official action.

Other limitations also exist. At present, in most instances, our only contact with special groups is through the Toastmasters clubs sponsoring them. We have no complete record of these clubs, no knowledge of their activities, no information on their policies or whether they are using our name and, most important of all, we have no control over these groups.

Our organization recognizes the need, the opportunity to serve special groups and the equal opportunity for our clubs and members to serve and to benefit from the experience of serving. We are also aware of the good will accruing to our organization from such activity if it is controlled with judgment and developed with wisdom.

In consultation with faculty advisors, outstanding penologists and

other authorities, we are developing policies, materials, identifying names and emblems, necessary Home Office procedures and all the other unavoidable and necessary paraphernalia required to do a good job on behalf of special groups, Toastmasters clubs and Toastmasters International. A working formula, responsive to the policies, interests and needs of all three, must be evolved.

As the work develops, we will keep you informed. You can help us by letting us know of your club interests, plans or current activities in the field. In fact, exercising the very best of good intentions, if you undertake such projects on your own initiative you may make our work on behalf of the entire program more difficult. We know that when you read the articles we plan to bring you about the remarkable work now being done, you will be proud of the record being written—and its brightest pages are yet to be inscribed.—M.F.

PROFESSIONAL AWARD TO THE TOASTMASTER MAGAZINE

We are pleased to report that at the Pacific Coast Industrial Editors Conference held in Seattle, October 9-11, a first-place award was given to THE TOASTMASTER MAGAZINE for its editorial, "Men, Machines and Automation," appearing in our September issue.

THE TOASTMASTER MAGAZINE was on display at the conference with other award winners, and the display is now receiving extensive exhibition on a tour of the Pacific Coast Region.

The Pacific Coast Industrial Editors group is a large and active affiliate of the International Council of Industrial Editors, a non-profit organization of 4,000 industrial, business and association editors and communications people in the United States, Canada, Great Britain and Western Germany.

We are proud of the recognition given THE TOASTMASTER MAGAZINE, and grateful for the helpful services and counsel of congenial colleagues in PCIE which will be reflected, we hope, in a TOASTMASTERS MAGAZINE of increasing interest to our members.

CLUB TO CLUB

Camelback Toastmasters No. 1631, Phoenix, Arizona

At a recent meeting, Topicmaster Robert A. Englund used "White Elephant Auction" as table topics. Members had been told prior to the meeting to bring an article in the white elephant category, each member to be an auctioneer and sell his article in one minute.

The idea took fire and all members came with something to sell. The auction was tremendously entertaining and the bidding spirited. Time was called at the end of one minute for each offering. Eighteen members participated and 17 sales were made—President Don Johnson used his minute on the merits of his article, and time was called before he could ask for a bid! The proceeds, \$7.29, will be used for tape for Voice of Music recorder.

Longview Toastmasters No. 2208, Longview, Texas

Five speakers at our last meeting were placed under a handicap that really tested their ability. Art Norton, speaking on "Constructive Criticism," spoke with his hands tied behind his back. "The Telephone," Max Wilson's subject, was enjoyed although Max was sitting in a chair behind the podium. Bill Bearding, speaking on "Reading the Newspaper," spoke in total darkness—much the way most of us feel after reading the daily paper. Turning his back on the club and facing a blank wall, Bob Campbell delivered his talk on "Evaluation," while Club President Lowell Wolfe climbed high, towering over the group while discussing "Remembering Names and Faces."

Granada Hills Toastmasters No. 2334, Granada Hills, California

Believing that if Toastmasters is an important enough organization to belong to, it is important enough to be recognized in the community along with Rotary, Optimists, 20-30, American Legion and others, our club, in addition to its regular Toastmasters regime, is enacting a program of inter-organization relations, to promote the Toastmasters program and to educate the other clubs in the community as to what we do for ourselves and what we can do for them.

Last week, as the program for the Rotary Club, 14 Rotarian Toastmasters held a "sample Toastmasters meeting" which resulted in a humorous, well received and instructive session. Granada Toastmasters have volunteered their services as guest speakers on any subject at service clubs and the Chamber of Commerce. One of our members gave a quick "fill-in" program for the Optimist Club last week, and they requested that he return for more in the near future.

West Plains Toastmasters No. 1439, West Plains, Missouri

Starting next week we will begin our speaking contest where each night the best speaker of the evening will be picked out by all the members of the club. Each member will receive an evaluation sheet and judge the speakers according to points. A record will be kept on the best speaker of the evening and at the end of six months we will come up with some mighty good speeches. The winner will receive a trophy from the Club and the privilege of taking part in our District speaking contest next spring.

Burlingame Toastmasters Club No. 46, Burlingame, California

Burlingame Toastmasters proudly present our new "Progress Board," a visual record of the progress and standing of each member.

Our club board is 2 by 4 feet of pressed board; name plates are aluminum strips 1 inch by 8½ inches. Between the name and the speech numbers is a strip of colored plastic tape, orange for Basic training and blue for Beyond Basic.

On the left of the names appear the evening's assignments, and notations at the right show those who have not made a Basic Training speech in over six months. A star indicates a cup won. If the star appears at the top of the strip, it indicates best speaker; at the bottom, most improved speaker. If it appears at the end of the strip, the award was made for an "off the record" speech, impromptu or otherwise.

* * *

Grand Island Toastmasters No. 1101, Grand Island, Nebraska

Stover Deats had a table topic that was not only timely, but provided subject matter for many a future speech. He asked, "What was your business like 100 years ago?"

* * *

Tuscany Toastmasters No. 2194, Tirrenia, Italy

When Captain Eugene Reynolds, Past-President and founding member of the club was reassigned, he attended his farewell meeting of the club to find that the entire program was given over to "The Court Martial of Jackie Reynolds." A high ranking court tried him on that most damaging crime in all of Toastmasters—excessive verbosity.

The high tribunal found Toastmaster Reynolds guilty on all counts. All Toastmasters clubs in the state of Washington are warned to be on the lookout for this dangerous criminal, last seen heading your way. In view of his sustained interest in Toastmasters, he will no doubt try to wheedle his way into one of your clubs. Be warned by our deputy prosecutor who charged, "He talks too much!"



Moderator Coleman displays tact and diplomacy in Morocco

Officers Toastmasters Club 2016, Port Lyauty, Morocco

Our club recently injected new life into its mid-July meeting by presenting a debate. All present participated pro or con in settling the question, RESOLVED: The American foreign aid program has been a worthwhile investment.

Even the most taciturn members, and four guests present, jumped to their feet to expound theories and facts, fantasies and figures, and only the firm diplomacy of our moderator, Club President Coleman, prevented temperatures soaring to a new high in hot Morocco.

While the subject discussed was on the serious side, Club 2016 offers the suggestion that any debate, serious or light, can spark new enthusiasm into a club feeling the pinch of staleness and oppressive weather.

* * *

Convair Toastmasters No. 457, San Diego, California

Our club's recent "Father and Son" night was a huge success. The topic session under the guidance of Fred Cody was especially successful. Fred used the continuous story routine; every youngster participated, and many of them left the story in some rather precarious predicaments.

Mr. W. Wade, Publicity Director of the San Diego Zoo, was guest speaker, and gave the audience a preliminary peek at the Children's Zoo.

The speakers are all to be congratulated in that their speeches were well chosen for the audience—all subjects that the youngsters could enjoy and presented in such a manner that they would not bore the adults.

FINANCIAL REPORT

Board of Directors
Toastmasters International
Santa Ana, California

We have examined the balance sheet of Toastmasters International as of June 30, 1957, and the related statement of members' equity for the year then ended. Our examination was made in accordance with generally accepted auditing standards, and accordingly included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances.

Effective July 1, 1954, Toastmasters elected to return to its previous policy of not including inventories in its financial statements. Also, it elected to accrue the estimated amount of expenses of its Annual Convention and Board of Directors' meeting to be held in August.

In our opinion, the accompanying balance sheet presents fairly the financial position of Toastmasters International at June 30, 1957.

TOUCHE, NIVEN, BAILEY & SMART
Certified Public Accountants

TOASTMASTERS INTERNATIONAL (A California corporation) BALANCE SHEETS JUNE 30, 1957 AND 1956

	June 30, 1957	June 30, 1956
ASSETS		
CURRENT ASSETS:		
Cash	\$ 20,866.15	\$ 51,196.47
Invested funds:		
Savings accounts	45,000.00	53,500.00
U. S. Treasury bonds	35,369.38	36,369.38
U. S. Treasury 91-day bills	218,227.50	84,419.75
Accounts receivable	14,386.19	12,006.69
Prepaid expenses	3,300.00	2,800.00
TOTAL CURRENT ASSETS	\$337,149.22	\$240,292.29
EQUIPMENT:		
Furniture and equipment	\$ 51,211.64	\$ 54,296.77
Less accumulated depreciation (Note C)	31,277.15	24,147.41
	\$ 19,934.49	\$ 30,149.36
OTHER ASSETS:		
District reserve funds:		
Demand deposits	\$ 8,966.43	\$ 8,812.38
Savings accounts	25,000.00	20,000.00
U. S. Treasury bonds	2,500.00	2,500.00
	\$ 36,466.43	\$ 31,312.38
Liability for district reserve accounts ..	36,466.43	31,312.38
	\$	\$
	\$357,083.71	\$270,441.65

See notes to balance sheets.

	June 30, 1957	June 30, 1956
LIABILITIES		
CURRENT LIABILITIES:		
Accounts payable	\$ 16,694.03	\$ 15,245.04
Advance convention deposits by members	430.65	789.50
Payroll and payroll taxes	9,729.01	8,799.31
TOTAL CURRENT LIABILITIES	\$ 26,853.69	\$ 24,833.85
RESERVES:		
Liability on retirement contract (Note D)	\$	\$ 6,000.00
Estimated expense of Dallas convention and related Board of Directors' meeting (Note B)	16,900.00	15,000.00
	\$ 16,900.00	\$ 21,000.00
MEMBERS' EQUITY (Note E):		
Restricted	\$175,041.20	\$142,258.11
Unrestricted	138,288.82	82,349.69
	\$313,330.02	\$224,607.80
	\$357,083.71	\$270,441.65

See notes to balance sheets.

NOTE A—Inventory: In 1955, the Board of Directors resolved to return to Toastmasters' previous policy of not including inventories in the balance sheet. The inventory at June 30, 1957 and 1956, respectively, was \$58,210.66 and \$54,847.56, stated on a basis of cost (first-in, first-out) or market whichever is lower. Exclusion of inventory from the books resulted in an understatement of profit for the year ended June 30, 1957 of \$3,363.10 and an understatement of profit for the year ended June 30, 1956 of \$14,208.55.

NOTE B—Convention: In order to more closely relate the financial statements with the results of the operations assigned to a particular Board of Directors, the Board has elected to accrue the estimated amount of the convention expense of the annual convention and Board meeting to be held in August, 1957 and 1956, by charging the amount against operations for the years ended June 30, 1957 and 1956 which were \$16,900 and \$15,000, respectively.

NOTE C—Accumulated depreciation: August 15, 1955 the Board of Directors adopted the sum of the years-digit method of depreciation based on a 5-year write off of all assets acquired after July 1, 1955. Excess depreciation over the straight-line method for the years ended June 30, 1957 and 1956, amounted to \$1,604.02 and \$2,268.76, respectively. The leasehold was fully amortized at June 30, 1956 and written off the books.

NOTE D—Liability on retirement contract: The Board of Directors on August 26, 1956 replaced the previous retirement contract of the Founder with a guaranteed salary for life of \$9,000 annually and a guaranteed income for life of \$4,500 annually, to the wife of the Founder if she should survive him. The reserve for retirement in prior years was returned to members' equity.

NOTE E—Members' equity: The Board of Directors has established a policy restricting members' equity in an amount equal to fifty percent of the expense of the preceding year. Fifty percent of this reserve shall be maintained in the form of demand deposits, savings bank accounts and United States Government bonds. A summary of the members' equity is as follows:

FINANCIAL REPORT — *continued*

	June 30, 1957	June 30, 1956
Balance at beginning of year	\$224,607.80	\$190,525.58
Add:		
Liability on retirement contract returned to members' equity	6,000.00	
Excess of income over expense for the year	82,722.22	34,082.22
Balance at end of year	\$313,330.02	\$224,607.80

NOTE F—Retirement plan: Toastmasters has established a contributing pension plan for employees with three years of continuous service and attained age 25. The employee contributes 3% and Toastmasters 5% of the payroll of eligible employees. Contributions to the plan by Toastmasters during the years 1957 and 1956 amounted to \$2,170.20 and \$2,196.20, respectively.

STATEMENT OF OPERATIONS

	Year ended June 30, 1957	Year ended June 30, 1956
Income:		
Per capita payments	\$184,063.17	\$159,762.49
Literature and supply sales	100,219.48	79,829.68
Magazine subscriptions	79,901.01	69,983.82
Service charges	60,654.00	52,622.00
Charter fees	21,050.00	17,100.00
Interest	6,364.00	2,804.12
Other	3,104.44	2,062.51
	\$455,356.10	\$384,164.62
Expenses:		
Salaries, wages, and supplemental benefits	\$147,063.35	\$135,470.70
Purchased materials, supplies, and services	137,138.90	131,507.24
Travel	37,185.94	35,228.24
Postage	17,228.58	16,334.38
Depreciation	12,871.95	17,965.63
Other	21,145.16	13,576.21
	\$372,633.88	\$350,082.40
Excess of income over expenses for the year transferred to membership equity	\$ 82,722.22	\$ 34,082.22

PROGRAM SUGGESTIONS FOR NOVEMBER

What to talk about

Well, what do you know?

Talk about what you know, or what interests you, or what you would like to learn about. For example, talk about yourself for a change.

Here is an outline for a talk about your own occupation:

1. What is my line of work?
2. How did I get into it?
3. What special training or aptitude did it require?
4. Just what duties do I perform? What do I produce?
5. What unusual situations, dramatic, amusing, annoying, pleasing, arise in the performance of my work?
6. What do I especially like in my work?
7. What, if anything, do I especially dislike?
8. Can I recommend this occupation to other men? Would I advise a young person to take it on as a life work?
9. What morals or lessons can I draw from my experience?
10. Just what conclusion, point, purpose can I give to a talk about my own work?

Try giving some honest answers (to yourself, in confidence) to these questions, and before you are through, you will have two or three speeches coming up. Choose the best one for now, and save the others for future use.

Ask for Assignments

Perhaps your Educational "Veep" and his committee are on the job, with planned programs, and you may go ahead on the subject allotted to you.

With the wealth of ideas in the news, one has more trouble in de-

termining what to choose than in finding material to choose from. Critics of the Queen's English—what do you think of them? Prospects for progress towards disarmament agreements with Russia—how does this look to you? Space travel; guided missiles; boom or bust; traffic controls—read the headlines of your daily papers for ideas ranging from college or high school football to the prospects of peace in the Near East. There is enough material for a thoughtful person to think and talk about for days.

Of course November is full of important historical dates, in America and in other parts of the world.

The Featured Program

Did your club use the "Featured Program" for October? If not, ask the Educational V-P to review his materials, and to find the suggestions sent him on "Formal Discussion." It would be good for your club to stage a formal debate, handled according to the best methods.

The November "Featured Program" deals with committee work. This is a subject which can be used with profit in any Toastmasters Club. It should not be overlooked.

Program planning is important. It is good training for those who make the plans, and it makes for good training for all the members who participate. If your Educational Committee is inclined to take it easy, stir the members up, and demand your rights: a planned program for every meeting; every program to have a definite purpose.

—R.C.S.

Letters to the Editor

(Because of obvious space limitations we often print only pertinent portions of letters received. While only signed letters will be considered for publication, names of writers will be withheld on request.—Editor)

Dear Editor:

At our regular meeting last night, being scheduled for the Invocation, I gave the following original Thanksgiving prayer:

Dear God, we recall that on December 21 of 1620 a band of 102 exiles moored their bark on a wild New England shore. The following Autumn the 51 surviving Pilgrims assembled to give thanks for a bountiful harvest and freedom to worship . . . Here tonight in this hushed moment at this forum of free speech we too give thanks for the many freedoms we enjoy. As the unseen Guest at this gathering, mold our thought to reveal the right word, the expressionable tone of voice, the apt gesture. In true partnership with Thee, this educational process will build a better informed community. Through prayer and a desire to learn, help us build more stately mansions, Thou wise and patient Teacher, Teacher of truth and understanding, wonderful Counselor of love and peace Amen.

G. W. Kunkle,
Lt. Governor, D. 41
Yankton, S.D.

Dear Mr. Forley:

Thank you for the nice mention of our Traffic Safety speech materials in the August issue of "THE TOASTMASTER MAGAZINE."

We are routing your magazine to our personnel as a help to them in the development of our materials.

Jack C. Greig, Director
Public Education Division
National Safety Council

Dear Mr. Forley:

Have been reading the August issue of "THE TOASTMASTER" and enjoyed the article, "Watch That Achilles Heel" by E. D. Gillam.

I think he is right and has brought up a good point. We are encouraged to use the dictionary to improve our spelling, diction, and proper use of words. We use other books to improve our speech planning and to get ideas for speeches. Why not help each other and ourselves by learning the proper manners to use when dining out?

I have a daughter who will be ready for college within a year or two and I certainly want her to know "table etiquette" before she leaves home, for her home training will be on the spot. One might as well know and show his children the proper procedures to use when dining with friends or strangers. I have certainly learned many fine things from my fellow Toastmasters in the few short months I have been privileged to be a member and this is just one more "stepping stone" to a more completely qualified Toastmaster.

(Dr.) William H. Bassett
Ottumwa Toastmasters No. 663
Ottumwa, Iowa

Would you please send me a copy of the current issue of your charming magazine? Mind you, the one with the feature article on mailmen. I'm a mail carrier who needs convincing that he's half as good as that article proclaims.

Please send it to me.

Bill Vaughan,
Chicago 14, Ill.

Dear Mr. Forley:

In your reply to one of the letters to you appearing in the June 1957 issue of THE TOASTMASTER, you asked for somebody else to answer the "thank you" use at the end of a speech.

A survey of our Nationwide Insurance Toastmasters Club through the club monthly newspaper reveals some support for using "thank you" as a speech ending; however, only at the end of a speech requesting help or one that was given with specific permission. An outright ban against "thank you" is not indicated, although a few of our members and two from the other Nationwide club, NATICO, are against using it at all since it sounds apologetic.

The June 1957 issue of the SUPERVISORY MANAGEMENT publication also feels that "thank you" sounds apologetic, saying in an article: "A 'thank you' weakens your talk by seeming to apologize to an audience that should appreciate the message you have given them."

Perhaps the "learned individuals" referred to in the letter are giving speeches requesting aid or have asked specific permission to talk, or perhaps they have not given the use of "thank you" much thought. Could be.

Arthur W. Judd
Nationwide Ins. TM's No. 753
Columbus, Ohio

Even before you initiated your Speech Topic Service, I successfully used the materials provided by service and welfare organizations for myself as well as for our club. Outstanding examples were: Plain Talk about Tuberculosis, published by the National Tuberculosis Association; Action, published by the American Council to Improve our Neighborhoods; Register—and Vote, publications by the American Heritage Foundation. Not all of them were designed as speech kits, but they all provided a gold mine of information for the preparation of speeches of more than usual interest.

Your idea for the Speech Topic Service is most welcome!

Edgar G. Grant
Scranton, Pa. Toastmasters
Club No. 1093-38

Dear Mr. Forley:

Thank you very much for your letter of July 31 enclosing the August issue of "THE TOASTMASTER MAGAZINE."

I am delighted to see that Marines everywhere are continuing an active and positive participation in Toastmasters Clubs. The training which your Clubs offer in leadership and public speaking is outstanding and has contributed much to the professional competence of many of our officers and men.

Your consideration in sending me the August issue is appreciated. Please accept my best wishes for the continued success of Toastmasters International.

Sincerely yours,
R. McC. Pate
Commandant, U.S. Marine Corps

Dear Mr. Forley:

Northwood Toastmasters, Club 1329, is going to perform a daring experiment at our summer speech contest. Contrary to the usual practice of Toastmasters, we are going to permit the special guests of the evening, the wives of members, to participate in the balloting to choose the best talk. It is our intent to make it "Ladies Night" in the true sense of the words.

We have several reasons for this departure from the customary procedure of permitting only men to vote. First, our training in the art of communication should encompass the ability to reach the female as well as the male sex. Second, we are interested to see if the women will judge our speeches any differently than would the men. To aid in this psychological study, the women are going to use pink ballots, the men, white. All votes will be tabulated in toto to choose the best talk, but a separate tabulation will be run to determine the women's choice.

We will be happy to inform you of the results at a later date.

Charles K. Norton
Northwood Toastmaster
Club No. 1329,
Royal Oak, Michigan

HOW WE TALK . . .

ADVICE FOR THE INEXPERIENCED SPEAKER

These are several "don'ts" to be borne in mind, not only by the one inexperienced in public address, but by every one who undertakes to make a speech.

First, don't pocket your hands, or handle your face. Your hands have an important place in your speaking.

Second, don't hesitate audibly, or grunt. If you cannot think just what to say next, be silent for an instant. Do not "aspirate the pause." There is no eloquence nor inspiration in a prolonged "ah-h-h," uttered while you wait for words.

Third, don't be unmindful of the rules of grammar. Most of your errors in diction are from carelessness rather than from ignorance.

Fourth, don't use such words as "and" and "very" too frequently. A period is better than "and" in many instances. Especially, avoid such useless repetitions as "and—and" and "very, very, very."

Fifth, don't let your voice get into the higher pitch. The deeper tones are far more impressive, even when you are excited.

Sixth, remember that the audience is made up of individuals. Speak to a crowd as you would speak to an individual. The line of thought which will convince one person may convince the majority of a hundred or a thousand individuals.

Seventh, don't be afraid of your audience. Consider that many of those who listen to you could not make even so good a speech as you are making. Remember that you

probably know more about your subject than any of those who listen.

Eighth, don't gasp "thank you" as you take your seat at the conclusion of the speech.

Ninth, don't waste time in getting started by telling the audience how little you know about the subject, or how little preparation you have given it. If some apology is in order for wearing disheveled clothing, or for being late, or for having a throat trouble which makes you hoarse, you may tell the audience about it. This is to be classed as explanation rather than apology. Don't put yourself at an unnecessary disadvantage.

Tenth, don't start out by saying you understand that it is customary for a speaker to begin by telling a story, and then drag in something irrelevant and with no application to your subject. When you start, make the start definite, giving some forecast of the destination you hope to reach. When you tell a story, let it be something which applies to your argument and which illuminates what you are saying.

In general, have a clear purpose in your mind when you address the audience. Know just what you hope to accomplish, and let the hearers know what it is. Unless you have a purpose, the speech does not deserve a hearing. Speak in your best conversational style. Say what you have to say clearly, concisely, with reasonable brevity. —R.C.S.

JUST IN JEST



A small boy hurried home from school one afternoon and announced to his parents that the class he was in was about to be split into two divisions. "I'm in the top one," he explained, "and the other one is for backward readers. But," he went on confidentially "we don't know who is going to be in the other one, because there's not a kid in the room who can read backwards."

Perhaps the reason there is no fool like an old fool is because that, too, takes practice.

The worst kind of shindigs are those you get under the bridge table.

The fine symphony orchestra from the city had played in a small New England town—the first experience of the kind for many of the inhabitants. Next day some of the old timers gathered around the stove in the general store to talk it over.

"Well," said the oldest inhabitant, "all I got to say is, it was an awful long way to bring that big bass drum just to bang it once."

It seems the best time to buy anything is a year ago.

The preacher was finishing admonishing his flock on the evils of avarice. "And remember, my friends," he said, "there will be no buying or selling in Heaven."

"Huh," grumbled a man in the back pew. "That's not where business has gone!"

Remember—women never worry about what you say. It's what you don't say.

Everybody except the bearded proprietor laughed uproariously over a joke Ed Smith told at the general store. Then one of the cracker-barrel group edged over to where the old man stood grimly silent. "Henry, why don't you laugh? Can't you see you're hurtin' Ed's feelin's?"

"I'm nigh about to bust," confided the storekeeper. "But Ed's behind in his account, and I ain't aimin' to laugh until he leaves."

Nothing will help a young man to stand on his own two feet like being too young to get a driver's license.

You're getting older when you feel your corns more than your oats.

Then there's the one about the successful psychiatrist. He was so good that the world beat a psychopath to his door.

And there's also the tale about the unpopular office employee who finally decided to leave. One of those soft-hearted employees went around trying to sell tickets for a farewell dinner for the departing colleague.

"Look," he pleaded to the reluctant group, "this'll be a lot of fun for everybody, and besides, we'll have prizes. Any one of you guys might be a winner."

"Count me out," snapped a co-worker who had suffered for years. "I'd rather give the so-and-so a good swift kick in the pants!"

"Hey—you must be psychic!" cried the ticket salesman. "That's the first prize!"

New Clubs

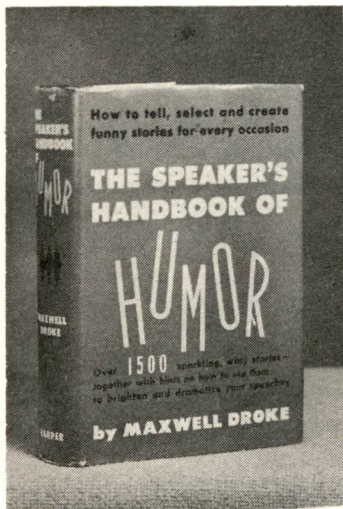
(As of September 15, 1957)

- 279 SAN BERNARDINO, Norton ABF, Calif., (D-F) *DIG*, Wed., 11:40 a.m., Norton Air Force Base Officers' Club.
- 624 SAN DIEGO, Calif., (D-5) *San Diego*, Tues., 7:00 a.m., The San Diego Club, 1250 Sixth Avenue.
- 1034 NASHVILLE, Tenn., (D-43), *Donelson's* Tues., 7:00 p.m., Jen-Lee's Restaurant.
- 1799 KEARNEY, Nebraska, (D-24), *Kearney*, Thurs., 6:15 p.m., Ft. Kearney Hotel.
- 1831 DETROIT, Michigan, (D-28), *Bonnie Brook*, Fri., 7:30 p.m., Bonnie Brook Golf Club House, 19990 Shiawasee, Detroit.
- 2292 NEW CASTLE, Penn., (D-12), *New Castle's First*, 2nd & 4th Mon., 5:30 p.m., New Penn Hotel, 20 S. Mercer St.
- 2560 NEW PHILADELPHIA, Ohio, (D-10), *TUSCARAWAS*, Thurs., 6:30 p.m., The Elks Club, 150 E. High Ave., New Philadelphia.
- 2561 SAN DIEGO, Calif., (D-5), *Gaveliers*, Alt. Mon., 7:00 p.m., Sky Chief's Restaurant, Lindbergh Field.
- 2569 ROCKDALE, Texas, (D-56), *Rockdale*, 1st & 3rd Mon., 5:30 p.m., Singer's Grill.
- 2578 FORT BELVOIR, Virginia, (D-36), *Potomac*, 1st & 3rd Wed., 6:30 p.m., Mackenzie Hall, Fort Belvoir.
- 2579 MONTREAL, Quebec, Canada, (D-61-P), *Engineers'*, every second Mon., 6:30 p.m., Berkeley Hotel, 1188 Sherbrooke St., West Montreal.
- 2582 COLORADO SPRINGS, Colo., (D-26), *Farmers Insurance Group*, Thurs., bi-weekly, 7:00 p.m., Bob Holliday's Red Barn.
- 2583 HAWTHORNE, Calif., (D-50), *Norcraft*, Tues., 6:15 p.m., Kim's, 234 W. Manchester Blvd., Inglewood.
- 2584 ENDICOTT, New York, (D-34), *Endicott*, Wed., 6:00 p.m., PeeTee's Drive In Restaurant.
- 2585 TYLER, Texas, (D-25), *Rose City*, every other Mon., 6:45 p.m., Carlton Hotel.
- 2586 PORTLAND, Oregon, (D-7), *Trumpeters*, Fri., 7:00 a.m., Timber Topper Restaurant.
- 2587 SAVANNAH, Georgia, (D-14), *Union Bag-Camp*, every other Thurs., 6:00 p.m., Johnnie Ganem's Restaurant.
- 2588 SALEM COUNTY, New Jersey, (D-38), *Salem County*, alt. Mon., 5:45 p.m., The Caldwell House, Woodstown, N. J.
- 2593 AUSTIN, Texas, (D-56-P), *Farmers Insurance Group*, 2nd & 4th Wed., 5:45 p.m., Engineers and Associates Club, Austin.
- 2595 MOUNT VERNON, Ohio, (D-10), *Pittsburgh Plate Glass*, Tues., 7:00 p.m., Pittsburgh Plate Glass Company, Conference Room, Mount Vernon.
- 2596 BRENTWOOD, Tenn., (D-43), *Brentwood*, 2nd & 4th Wed., 6:30 p.m., Brentwood Country Club.

DISTRICT GOVERNORS

- Founder's Dist.—Paris S. Jackson 9068 East Las Tunas, Temple City, California
2. Myrtle L. Scott 1251 So. 158—Seattle 88, Washington
 3. Russell H. Backus 2302 N. 15th Avenue, Phoenix, Arizona
 4. Robert W. Newell 749 Tamarack Avenue, San Carlos, California
 5. Leonard W. Lundmark 1627 Mary Lou Street, San Diego 2, California
 6. Norval A. Anderson 305 No. Bluff Avenue, Brainerd, Minnesota
 7. William E. Dudley 1809 N. E. 63rd Street, Portland 13, Oregon
 8. Arnold R. Denkert 30 Walnut Court, Springfield, Illinois
 9. Vincent P. Slatt E. 515 Ermlina Avenue, Spokane, Washington
 10. LaRue A. Thurston 1729 Superior Road, c/o Boy Scouts, Cleveland, Ohio
 11. Joseph D. Ellis 421 N. Park Avenue, Bloomington, Indiana
 12. W. Sydney McGuire 41863 North 22nd Street West, Lancaster, California
 13. Glenn Webster 538 Pearl Street, Butler, Pennsylvania
 14. Richard H. Gober 1816 Greenvale Road, Albany, Georgia
 15. G. W. Carlson 600 Addison Avenue West, Twin Falls, Idaho
 16. J. Wendell Kerr 4716 Brookline Drive, Bartlesville, Oklahoma
 17. Wallace R. Waddell 1310 Leslie Avenue, Helena, Montana
 18. Ian D. McIntyre 10 Overlee Road, Clarkston, Glasgow, Scotland
 19. George Dane Box 671, Iowa City, Iowa
 20. Marvin E. Hansen 1115 Broadway, Alexandria, Minnesota
 21. Jack W. Gillis 3161 Milgrove Street, Victoria, B. C.
 22. Ivan J. Schurr Box 586, Augusta, Kansas
 23. O. J. Wright 806 Bassett Tower, El Paso, Texas
 24. Dr. L. G. Lefler 239 West 6th Street, Fremont, Nebraska
 25. Richard N. Smith 11149 Lanewood Circle, Dallas 18, Texas
 26. Melvin A. Jabara 490 Newland St., Denver 15, Colorado
 27. Milton S. Levy P. O. Box 1464, Fresno, California
 28. Richard Newman 21525 Tanglewood, St. Clair Shores, Michigan
 29. Richard O. Martin P. O. Box 332, Shalimar, Florida
 30. Forest Highland 3654 North Hermitage, Chicago 13, Illinois
 31. Robin D. Willits 176 Benvenue St., Wellesley, Massachusetts
 32. Charles Way 12016 S. Alaska St., Tacoma 44, Washington
 33. Ernest M. Wheeler Rt. 1, Box 253, Milton-Freewater, Oregon
 34. John H. McKeehan 209 Stafford Avenue, Syracuse 6, New York
 35. Dr. Victor W. Stracke 107 West College Avenue, Appleton, Wisconsin
 36. L. Kenneth Wright 3020 Porter Street, N.W., Washington 8, D. C.
 37. Billy T. Hylton P. O. Box 822, High Point, North Carolina
 38. A. L. Trimp Box 54A, RFD 1, Olyphant, Pennsylvania
 39. John J. Holt 2510 Fair Oaks Boulevard, Carmichael, California
 40. George F. Roesch 2316 Salem Avenue, Dayton 6, Ohio
 41. G. R. Allen Box 500, Pierre, South Dakota
 42. George M. Cameron 10956—129 St., Edmonton, Alberta
 43. John L. Cottrell P. O. Box 1334, Nashville 2, Tennessee
 44. Hal W. Kirchoff 515 Broadway, Plainview, Texas
 45. Carl W. Becker 134 Coyle Street, Portland, Maine
 46. G. Henry Leslie 153 Alexander Avenue, Hartsdale, New York
 47. Donald M. Larson 742 Hialeah Drive, Hialeah, Florida
 48. J. Hilton Watson Box 422, Montgomery, Alabama
 49. Harry K. Matsumura 2349B Palolo Avenue, Honolulu, Hawaii
 50. Max Sacks 7601 Kittyhawk Avenue, Los Angeles 45, California
 51. Ralph O. Lines 4328 Quigley Avenue, Lakewood, California
 52. Robert Wm. Feindel 3803-B Heffron Drive, Burbank, California
 53. Vincent J. Marzullo 75 Whitney Avenue, New Haven, Connecticut
 54. Charles T. Hanford 3311 Thelma Street, Rockford, Illinois
 55. Andrew G. Kopriwa P. O. Box 832, Powell, Wyoming
 56. Alston T. McAnear 4926 Kelso Street, Houston 21, Texas
 57. Lothar Salin P. O. Box 452, San Rafael, California
 58. Archie G. Lugenbeel 4438 Erskine Street, Columbia, South Carolina
 - 59P W. Elmo DeWhitt 820 Lahontan Way, Reno, Nevada
 - 60P Frank W. Benum Scott Drive R.R. 1, Richmond Hill, Ontario, Canada
 - 61P J. Farrell Vocelle 5562 Decelles Ave., Montreal 26, P.Q., Canada

OVER 1500 GOOD STORIES!
HOW, WHEN and WHERE
TO USE THEM!



**THE SPEAKER'S
HANDBOOK
of
HUMOR**

By Maxwell Droke

Price \$4.95

**(Include 10% for shipping and
packing)**

(Calif. clubs include 4% sales tax)

**Order from
Toastmasters International
Santa Ana, California**