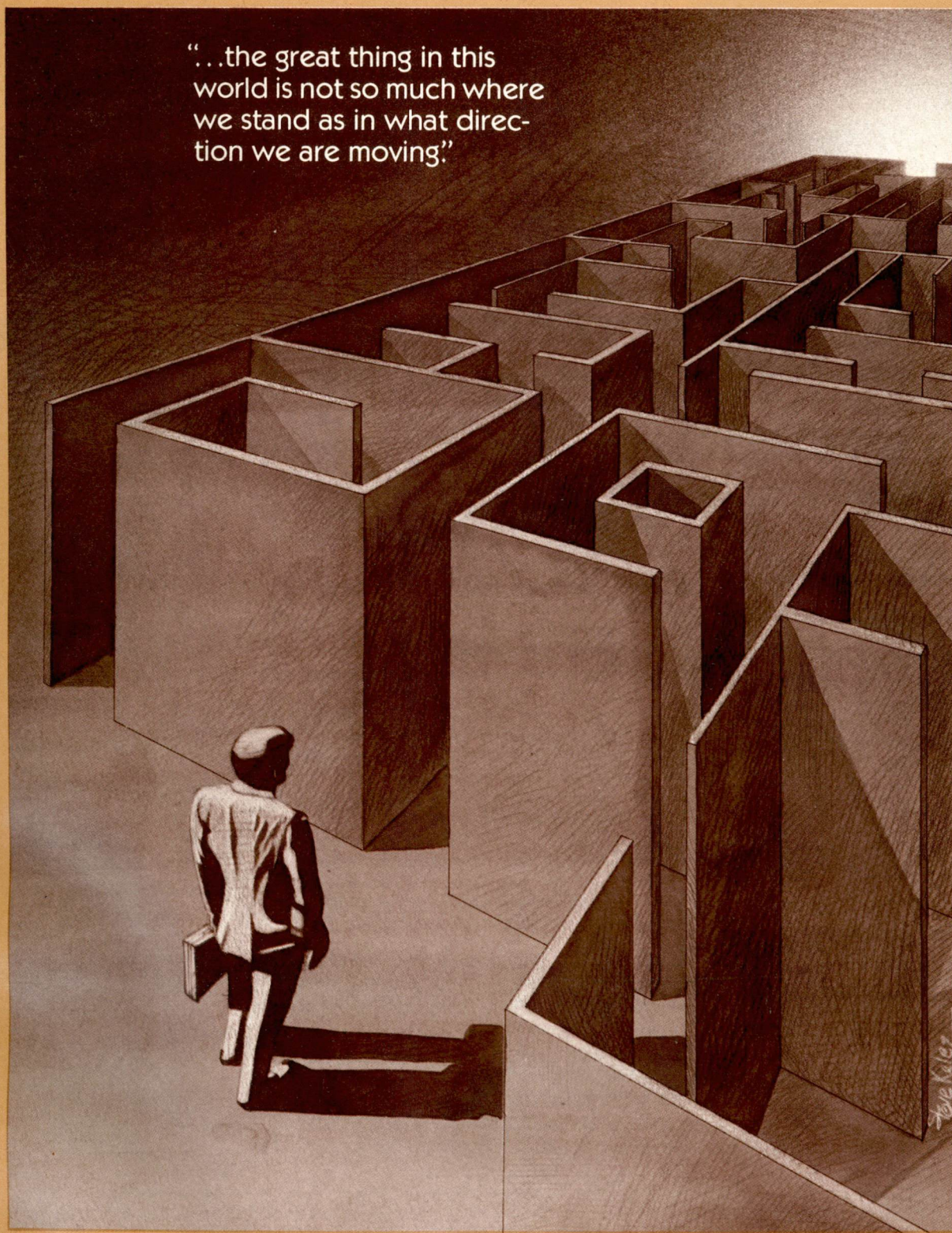


The Toastmaster

JULY 1981

"...the great thing in this world is not so much where we stand as in what direction we are moving."



SPECIAL ISSUE: SUCCESS



The Golden Ladder to Success

We all want to be successful, whether it be in our work, our hobbies or our family life. Our desire to achieve goals and take pride in our accomplishments is part of human nature. But while many of us will reach our goals, others will not. Why will some fail? Because they haven't taken the time to develop the skills and self-discipline necessary to achieve success.

Most of the people I have met in Toastmasters will succeed because they have taken the initiative to discover and cultivate their own strengths and talents. By joining Toastmasters they have started their climb on the golden ladder to success, growing and learning new skills as they pass over each rung.

• **The communication rungs.** These are the rungs we step onto when we first enter the Toastmasters program. With the help of other club members and through the use of our Communication and Leadership Manual, we develop the

listening, thinking and speaking skills necessary in understanding the thoughts of those around us and in realizing and communicating our own ideas. While at first we may be a bit unsure of our footing, our legs soon steady and we begin our climb.

• **The leadership rungs.** We begin to develop our leadership skills when we become the Toastmaster at our club meeting and serve as chairperson for a club function. Our climb continues as we first become a club officer, then a district officer and, for some, an international officer. We begin to use our newly-founded skills in our business and community activities. We recognize the correlation between our Toastmasters activities and our personal successes.

• **The personal growth rungs.** By now we have traveled a considerable distance on our ladder to success. As we continue our climb, we become aware of our personal growth. Our self-confidence and self-esteem have increased. We greet challenges eagerly and set even higher goals for ourselves. I believe this is the level our founder, Dr. Ralph Smedley, had in mind when he said, "Toastmasters can help you become the person you are capable of being."

Although each of us in Toastmasters is growing and developing at his or her own pace, we all have one thing in common. We are all moving upward. We are overcoming our weaknesses and nurturing our assets, using our strengths in pursuit of our goals. But as we continue to climb, we should not forget about those around us. I ask that each of us reach out and help a friend step onto the ladder and share the opportunities from which we have benefited. By helping them, we will find we have climbed still another rung on our golden ladder to success.

Patrick A. Panfile, DTM
International President

TI Officers and Directors

Founder
Dr. Ralph C. Smedley (1878-1965)

Officers, Toastmasters International
President
Patrick A. Panfile, DTM
78 Stoneleigh Court, Rochester, NY 14618

Senior Vice-President
William D. Hamilton, DTM
2323 N. 7th Street, Phoenix, AZ 85006

Second Vice-President
William O. Miller, DTM
12101 Hunters Lane, Rockville, MD 20852

Third Vice-President
Eddie V. Dunn, DTM
9437 Goshen Lane, Burke, VA 22015

Past President
Eric K. Stuhlmueeller, DTM
32 Sweetwater Bay, Winnipeg, Man., Can R2J 3G5

Executive Director
Terrence J. McCann
2200 N. Grand Avenue, Santa Ana, CA 92711

Secretary-Treasurer
Donald E. Smith
2200 N. Grand Avenue, Santa Ana, CA 92711

Directors
Ray E. Brooks, DTM
33114 Lake Garrison Street, Fremont, CA 94536
Hugh T. Burgay, DTM
1583 Waterwitch Drive, Orlando, FL 32806
Russell L. Collins, DTM
R.R. 2, Box 93A, Daleville, IN 47334
Vincent V. DeGeorge, DTM
375 Grace Street, Pittsburgh, PA 15236
John A. Fauvel, DTM
P.O. Box 3114, Auckland 1, New Zealand
Jack Kiuru, DTM
P.O. Box 2182, Halifax, Nova Scotia, Can B3J 3C4
Marvin E. Kline, DTM
529 Sykes Drive, Idaho Falls, ID 83401
Ruth M. Kraff, DTM
4930 California Street, Omaha, NE 68132
B. Jack McKinney, DTM
108 Gilmore Lane, Hixson, TN 37343
George J. Ott, DTM
2302 Strader Terrace, St. Joseph, MO 64503
Nate A. Parries, DTM
1599 Ivydale Road, Cleveland Heights, OH 44118
Mario G. Pedercini, DTM
4243 York Avenue N., Robbinsdale, MN 55422
H. Al Richardson, DTM
901 Wigwam Avenue, Arcadia, CA 91006
Tom Seale, DTM
7180 Baker, Millington, TN 38053
John V. Slyker, DTM
2812 Marmon Drive, Midland, TX 79701
Ronald I. Wallace, ATM
281 Paraiso Drive, Danville, CA 94526
Theodore C. Wood, DTM
908 Cox Avenue, Hyattsville, MD 20783

Magazine Staff

Editor
Debbie Horn

Editorial Assistant
Michelle Cabral

Art Director
Judy Turk

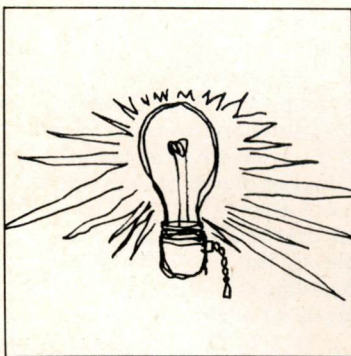
To Place Advertising, Contact:
Toastmasters International
Publications Department
2200 N. Grand Ave., P.O. Box 10400
Santa Ana, CA 92711
(714) 542-6793



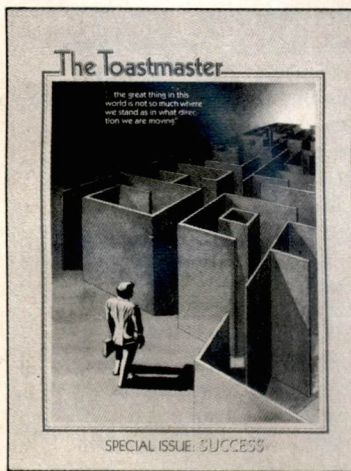
Page 8



Page 18



Page 24



Contents

JULY 1981
Vol. 47 No. 7

features

- 5 Going the Second Mile**
by Mike LeFan
- 8 The Third Wave**
by Terrence McCann
- 12 Managers Make Things Happen**
by Thomas K. Connellan
- 14 How Important are First Impressions?**
by Stewart Marsh
- 18 Success: An Even Exchange**
by Robert Harris
- 20 The Case For Elitism**
by Joseph N. Bell
- 24 Unleashing Your Creative Abilities**
by William Atkinson

departments

- 4 Letters**
- 26 How To . . .**
- 28 Hall of Fame**
- 31 Footnotes**

COVER

We all want to be achievers — to reach our goals and be recognized for our accomplishments. But we are not born successful, nor do we achieve it accidentally. Success is earned through careful planning and hard work. We must struggle to acquire it and strive to keep it. This special issue of THE TOASTMASTER is devoted to helping you become successful through long-range planning, positive thinking and the help and cooperation of others. Remember, though, that a truly successful person never stops setting goals and challenging himself, for, as Oliver Wendell Holmes once said, “. . . the great thing in this world is not so much where we stand as in what direction we are moving.”

Published monthly to promote the ideals and goals of Toastmasters International, an organization devoted to helping its members improve their ability to express themselves clearly and concisely, develop and strengthen their leadership and executive potential and achieve whatever self-development goals they may have set for themselves. Toastmasters International is a non-profit, educational organization of Toastmasters clubs throughout the world. The first Toastmasters club was established by Dr. Ralph C. Smedley on October 22, 1924. Toastmasters International was organized October 4, 1930 and incorporated December 19, 1932. This official publication of Toastmasters International carries authorized notices and articles regarding the activities and interests of the organization, but responsibility is not assumed for the opinions of authors of other articles. Second class postage paid at Santa Ana, California. Copyright 1981 by Toastmasters International, Inc. All rights reserved. The name "Toastmasters" and the Toastmasters emblem are registered trademarks of Toastmasters International, Inc. Marca registrada en Mexico. PRINTED IN U.S.A. □ All correspondence relating to editorial content or circulation should be addressed to THE TOASTMASTER Magazine (ISSN 0040-8263), 2200 N. Grand Ave., P.O. Box 10400, Santa Ana, California 92711. Phone (714) 542-6793. Non-member price: \$9.00 per year. Single copy: 50¢.



Addressing Women Toastmasters

John McClelland's letter in the January issue about proper formal address for female Toastmasters captured our attention.

My spouse and I have been members of mixed Toastmasters clubs (Otumoetai 3511-72 and Manukau 3461-72) for the past five years. In these clubs it has been the custom to prefix the title with either "madam" when addressing a lady member or by "mister" when addressing a gentleman member. We have never found this offensive to members. The Oxford English Dictionary defines "madam" as "polite or respectful formal address or mode of reference to women." No doubt Websters will contain a similar definition.

*Alice and Ian Jamieson
Manurewa, New Zealand*

Conscientious Toastmaster

"Critical Transitions for Toastmasters," by Richard A. Taylor, DTM (March issue), was both well written and inspirational.

I have been a member of the AG Orators Club 1352-39 in Sacramento, California for a year and a half and am in the Communication and Leadership Manual. I delivered 10 manual speeches and 25 outside talks last year. As an archivist for the California State Archives, I publicized the Archives through public speaking engagements during its 130th Year Anniversary. Three months after joining Toastmasters I phoned local service clubs to schedule myself for talks. I am now more relaxed when I speak before a large group, but I still have a lot to learn.

I am both a "message-directed" and "other-directed" speaker. I am "message-directed" because I care about speech content. I re-write my speeches periodically to prevent them from becoming memorized, avoid using notes, relate humorous anecdotes, encourage audience participation and use visuals.

Since I do care about how well my talks are received, I am an "other-directed" speaker. Speech content is important but not at the expense of overlooking the basic toastmasters skills (a loud, clear voice, eye contact,

body gestures and good speech organization).

I will continue to be "organization-directed," as I have served as a club officer and have participated in Toastmasters International at the area, division and district levels. I believe a Toastmaster should become acquainted with all levels of the organization to realize what personal growth opportunities are available.

Speaking for myself and others, what better way is there for self improvement than through Toastmasters International, where we learn among friends?

*Joe Samora
Carmichael, California*

An Equal Chance for Novices

After recently participating in my first District Speaking Contest and reading "Selling People on Themselves" in the April magazine, I have a suggestion to make.

In our contest were 10 speakers, eight of whom were first time contest delegates still going through their first book in Toastmasters. The other two were through the first two books and were more or less professional speakers, one being a preacher and the other a retired man who had gone on the professional speaking circuit since his retirement. Of course, these two were much smoother than the rest of us. Although all of the beginners' speeches were well constructed, interesting and entertaining, we lacked the professional polish of the others.

Many times during the get-acquainted cocktail hour, we heard the newer speakers say, "I can't expect to win, because there will be too many people who have been in Toastmasters many more years than I!" If Toastmasters is to be the kind of experience that gives us the confidence to win, it is too bad that this realistic thought brings defeat before trial. Every Toastmaster, whether a beginning or experienced speaker, should have an equal chance in speaking contests.

I suggest each club still have just one competition, but allow members to compete in one of two categories; neophytes (those in the first book) and accomplished (those already out of the first book). These categories

would exist at all organizational levels.

This would give the neophytes a chance to really compete and learn without that realistic knowledge that "there isn't a chance" to win!

*Harriet Washburn
Sault Ste. Marie, Michigan*

Advance Agendas

Elliott M. Fox's exposition in the April issue, "How to Develop an Agenda," hits the nail squarely on its head, particularly in its reference to placing a copy of the agenda before each member of a group.

As president of a local organization, I have either mailed, five to seven days in advance, or put on each place at our luncheon table a brief summary of informative correspondence, special news of members and the agenda for the meeting. (Since postage is so high and our local dues is very low, mailing is possible only for a few of our nine monthly meetings.) As most of the members arrive early for the meeting, their natural interest leads them to read what is before them and maybe even discuss an agenda item or two.

One item that might be added to Fox's article is the advisability of allowing for items *not* on the agenda! A leader has to be adaptable.

*Dr. Lucy Ann Neblett
Lynn Haven, Florida*

Special Thanks

Our speech class at Paradise High School was recently greatly enriched with the Youth Leadership Program of Toastmasters International. This service was provided for us by the Paradise Toastmasters Club and was personally directed by Toastmaster Doug Flesher of the Butte College faculty.

Mr. Flesher was most generous with his time and worked very hard. He was with us every Wednesday morning for eight weeks and donated some of his evenings as well. Thanks to him the program was successful and the students were quite pleased.

Mr. Flesher's involvement in community activities, along with the services rendered to our students, all speak very highly of Toastmasters International and the Butte College faculty.

*William L. Smith
Paradise, California*

Achievers always
do more than the minimum
required of them.

Going the Second Mile

by Mike LeFan

A contemporary proverb says "He who watches the clock will wind up as just one of the hands." In other words, success depends on more than simply doing your job from 9 a.m. to 5 p.m. — you've got to go that second mile and give a little something extra.

Haven't you wondered at times why some people achieve more than others, gaining added measures of ability, responsibility and success?

It really isn't a secret — just the willingness to make the extra effort. Successful people are the ones who always follow through no matter if the task seems important or insignificant.

**"Intelligence is the
effort to do the best
you can at your job."**

They aren't content merely to punch a time clock. They do a job right — no matter what the clock says. These folks are dependable, and then some. They cooperate in seeking ways to achieve the goals of those they work for and with. And by making others look good, they make themselves increasingly successful and valuable.

That's only smart. As J.C. Penney once said, "Intelligence is the effort to do the best you can at your particular job; (it's) the quality that gives dignity to that job, whether it happens to be scrubbing a floor or running a corporation."

Good Public Relations

I know a mail clerk in a stationery supply company who makes sure packages go out exactly the way the

W...a. Every Club Needs

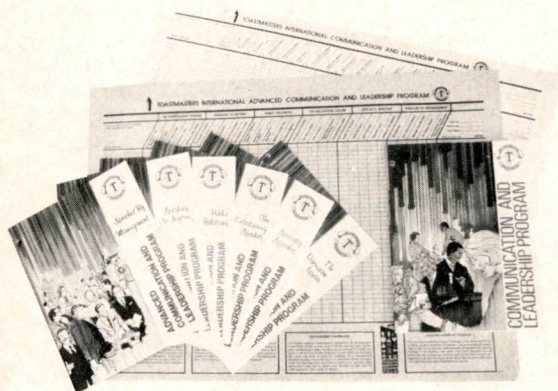
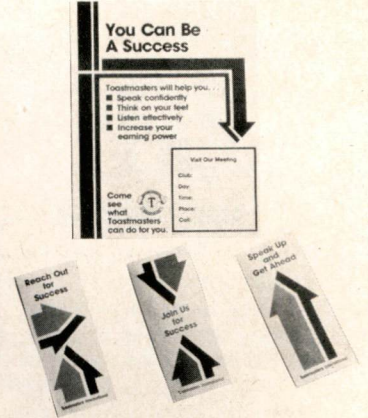
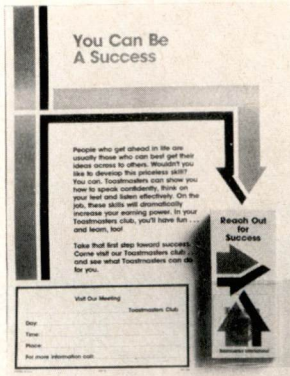
Basic tools for managing your club and meeting member needs.

367-368. TI Posters. Eye-catching works of art will help you get your message across quickly and eloquently. Two sizes available. The smallest (367) is 11" x 14". The color scheme is navy blue and white and there's space for your club's name, meeting time and place and phone number. Set of 10: \$2.00. The large red, white and blue poster (368) is 22" x 17" and comes with a plastic stick-on brochure holder. Set of three: \$4.00.

99-101. Promotional Brochures. Toastmasters has completely revised its promotional brochures. The new brochures include *Reach Out For Success*

(99), which tells prospective members what Toastmasters is all about; *Join Us For Success* (100), which includes statements from prominent persons who have been helped by Toastmasters; and *Speak Up and Get Ahead* (101), which is tailor-made for company clubs that want to promote their programs within their organizations. Clubs may request up to 15 at no charge. Additional copies are 2 cents each. Contact World Headquarters' order department for details on quantity prices for orders of 1000 or more.

1159. Membership Growth Manual. A wealth of ideas plus promotions for attracting and keeping members. \$1.50 each.



1555. Communication and Leadership Library Set. Every club should have basic C&L manuals on hand for new members. Set of four is \$10.

If members have already completed the Advanced C&L Manual, help them continue to grow by urging them to go through the six new advanced manuals:

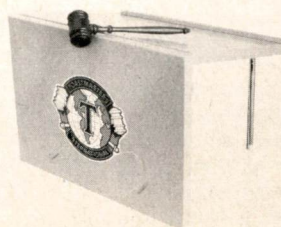
- 226-A. The Entertaining Speaker
- 226-B. Speaking to Inform
- 226-C. Public Relations

- 226-D. The Conference Speaker (The Discussion Leader).
- 226-E. Specialty Speeches
- 226-F. Speeches By Management \$1.25 each.

227-D. Progress Chart Kit. Keep track of members' progress with the Member Program Progress Wall Chart and file copy for the basic C&L program (227, 227-B) and same for Advanced program (227-A, 227-C). \$4.00.

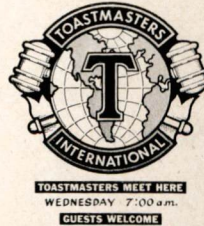
Lectern and Gavel

- 371. Portable Lectern. Lightweight steel with Toastmasters seal. \$35.00.
- 375. Gavel. Handsome wood finish. Perfect for club meetings and conferences. \$5.25.



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

FOR BETTER LISTENING—THINKING—SPEAKING

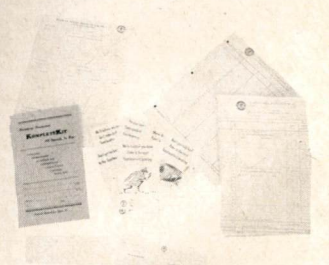


234. Club Banner. Gold satin banner 3' x 4' with blue Toastmasters emblem. Specify club name, number, city and state. \$35.00.

Attendance and Dues Records.

To help your club with its administration and records, TI provides a collection of materials. Simplify the job by ordering:

- 37. Dues Receipt Pad. \$1.00.
- 83. Simplified Club Financial Record. A set of 12 copies of Cash Receipts and Disbursements Journal and six copies of Membership Roster and Record of Dues Paid. \$2.00.
- 356. Kompletekit for the Secretary or Treasurer. Handy portfolio of club record forms for an entire year. \$1.75.
- 912. Meeting Reminder Cards. Five copies each of eight



different postcards to remind members to attend meetings. \$2.00.

- 1503. Record of Regular Meetings. A system for keeping accurate minutes. 40 sheets at 80 cents.

customer ordered them, even if the specifications seem silly. When an order comes in for white paper in a brown box tied with a yellow ribbon to be shipped by Greyhound bus, this man makes sure that instructions are followed to the letter — even when it calls for added work on his part. Customers never complain about not getting what they ordered. He is a valuable employee, and his employer knows it.

The manager of a local department store is such a dedicated "second miler" that he personally delivered a small filing cabinet to a customer who needed it on a Saturday when office supply stores were closed. When the customer inquired about the cabinet's availability, the manager could have said, "Sure, we have them. Come on down." But instead, he offered to deliver the merchandise himself. He took the opportunity to go a second mile and to give that little something extra. It's good public relations and a proven success technique. That customer is now in the store manager's debt, so guess where he'll shop in the future?

Contrast these people with others you know who just do the minimum required of them. It's easy to see that the second milers are the ones who

You'll never rise higher than your highest aspiration.

keep things going, are more successful and, as a rule, more pleased with life in general.

They're always alert for ways to do more — and to do it better. "Whoever admits that he is too busy to improve his methods has acknowledged himself to be at the end of his rope," said J. Ogden Armour. "And that is always the saddest predicament which anyone can get into."

However, if you'll develop the habit of giving a little extra, you'll never be at the end of your success rope. The first step is to learn something extra about your task. "Every man takes the limits of his own field of vision for the limits of the world," said Arthur Schopenhauer. So to succeed, you must broaden the limits of your field of vision. Experts are easy enough to find, but a truly capable technician is a valuable rarity. So prepare yourself as a competent worker in the practical aspects of your roles.

Set Goals

You need to start with a specific plan of action, so sign up for schools and courses; buy books, tapes, or training materials to help you build your abilities. Set time limits for goals you want to meet. And make a list of the benefits

JOKES for SPEAKERS!

For Toastmasters, Business Executives, Club Officers, Banqueteers, or anyone who has to talk.

An up-to-the-minute topical Joke-Bulletin with approximately 100 funny one-liners, stories and roast lines. Created by top Hollywood comedy writers. A great source of fresh professional material to humorize your speech for any audience; any occasion. Current issue: \$6.50. Send check or M.O. to:

JOKES UN-LTD.

1357 Miller Drive, Dept. O-2, Hollywood, CA 90069

Listen and Succeed

Cassette tapes featuring condensations of best-selling books:

<input type="checkbox"/> Psycho-Cybernetics by Maxwell Maltz	<input type="checkbox"/> Think and Grow Rich by Napoleon Hill	<input type="checkbox"/> Magic of Thinking Big by David Schwartz
<input type="checkbox"/> How I Raised Myself from Failure to Success in Selling by Frank Bettger	<input type="checkbox"/> The Art of Public Speaking by Millard Bennett	<input type="checkbox"/> The Greatest Salesman in the World by Og Mandino
	<input type="checkbox"/> The Magic of Believing by Claude Bristol	

Each only **\$9.95** postage included

Make checks payable to:
Success Tapes
3027 S.E. 28th Ave.
Portland, OR 97202

Enclosed is my check or money order for _____ tapes (checked above) @ \$9.95. Total \$ _____

Name _____

Address _____

City _____ State _____ Zip _____

Visa/M.C.# _____

Exp. Date _____

you expect from your efforts. Keeping these benefits in mind will help motivate you.

Next you must learn to convince others. Every successful person is a good salesman, so learn to sell. And learn not to take "No" for an answer. Failures are people who won't tolerate the strain of trying, but people who succeed can't rest until they've seen an obstacle overcome. But be patient. Just because you're not going to be deterred by road blocks doesn't mean you want to act in haste.

Thinking big is another important ingredient of success. You'll never rise higher than your highest aspiration. And nobody ever succeeded without first visualizing a goal and then working hard to reach it. Look beyond where you are to where you want to be.

Success in every field is founded on single-minded dedication. Concentrate your energy on what you're doing. Avoid dissipating strength in regretting past actions or anticipating future problems — those things are beyond your control. Learn to work in the now. Don't take your job home with you, or your personal problems to work. Give each activity, whether at home or at

work, your full attention.

Use that same dedication in your speaking and writing. Express yourself in clear, powerful active terms. Powerful words help you get to the point without confusion or superfluousness.

The true secret, however, is diligence, for success is a process that continues all your life. It's a good idea to set a regular schedule for examining your goals and progress. Discuss it with someone whose opinion you trust. And periodically do some self-assessment, for real success is *personal*, and has only a casual relationship to wealth. It's the ability to find fulfillment in every aspect of life.

You start with a success advantage when you meet life with the *second-mile* attitude. You'll take more pleasure in your family, job and civic life. And you'll be more valuable in each of those roles. You'll gain the satisfaction of knowing a job's well done, and you can't get any more successful than that.

Mike LeFan is a free-lance writer based in Temple, Texas. His motivational and business articles have been published in Success Unlimited, Manager and other national publications.

I had big dreams as a young boy growing up in Chicago. I was raised in a lower middle-class Polish neighborhood, and my family — like the others on our block — lived with the hope of someday finding a better life in the suburbs. Our people were tough. They worked hard, sometimes holding down as many as three jobs. They never took vacations — there were too many mouths to feed. During the summer, the boys in my neighborhood only had time for sports. We loved competition, and winning was everything in our little society.

I didn't lose much. I was determined to be a winner and get ahead, and I knew my ticket to the suburbs was a college education. But I wanted more than that. In high school, I discovered wrestling. When I learned it was part of the Olympic curriculum, I wanted to compete with the best wrestlers in the world — and win. I didn't take my eyes off that goal until I stood on the winner's platform in Rome in 1960 and accepted my Gold Medal.

In the years leading up to that great moment, I learned a lot about what it takes to be an achiever. I realized that achieving means:

- Making the most of your talent and ability.
- Pouring every ounce of your power into every effort.
- Doing something better than it's ever been done before.
- Knowing where you should end up in life.
- Setting challenging but attainable goals.
- Leaving the world better than you found it.
- Having a keen sense of competition.

Behavioral scientists have found that many of us have an intense need to

achieve. Those who are able to fulfill that need are people who thrive on challenge and value the benefits of experience more than the rewards of success. But, most important, they are people who believe in themselves. "Self-trust is the first secret of success," said writer Ralph Waldo Emerson. Dave McCuskey, my wrestling coach at the State University of Iowa, once said: "If you want to succeed, you have to pay the price. All your dreams, thoughts, actions — everything you do — must be geared to winning. There's no sense in going out on that mat if you aren't willing to pay the price."

McCuskey pushed us to our limits, and made us believe we could all be

He got to the finals on sheer guts, throwing despite agonizing pain.

winners. He taught us that to be an achiever, you must expect great things to happen to you, and that's how I learned to believe in my own potential. Coach McCuskey is one of many achievers who have given me inspiration and helped me find my own formula for achievement. From their examples and my successes in the business world as well as athletics, I have isolated five crucial steps that can help anyone get ahead in life. If my examples are heavy on athletes, it is because they are the most visible figures of all professionals.

Think and act like a pro.

The first step to becoming an

achiever is getting into the right state of mind and adopting the style of a winner. If you think and act like a pro, others will see you that way, and it won't be long before your accomplishments match your very impressive public image.

Everyone likes to deal with a professional, whether the pro is a plumber, a quarterback, a writer or a social worker. Professionals have the internal self-assurance that enables them to do their job efficiently and without ostentation. They make it *seem* easy — and in so doing, they make the people around them comfortable because a true professional is compassionate and understanding of those who haven't achieved their levels of competence.

Pros have one quality in common: they do things better than anyone else. They're good and they know it. They have also learned how to evaluate their own performance honestly, and they keep improving. I always measured how I wrestled a match against how I was going to wrestle — then I did it better next time. That's what personal evaluation is all about.

This is possible only with a great deal of self-discipline — also the mark of the professional. As English philosopher Herbert Spencer said: "There never has been and cannot be, a good life without self-control."

Consider the case of discus-thrower Al Oerter who, at age 43, decided to try for a fifth Gold Medal after winning his specialty in the four previous Olym-

THE THIRD WAVE

A super-achiever reveals his five-step plan for success.

by Terrence McCann

piads. The reason: he recalled his Olympic victory in 1964 when he competed with a torn muscle in his side that prevented him from sleeping or even working out. He got to the finals on sheer guts, throwing despite agonizing pain. Then, about to lose, he put everything he had into one Herculean throw, good for a new world record and a Gold Medal. Remembering the agony of that effort, Oerter decided that a small thing like age should not prevent him from trying again. "I've always felt," says Oerter, "that you compete against yourself. My job is to do my best, and when I do, I have no regrets. I'll always find new goals and work toward them."

The professional in any field knows that. He also knows that the pro is a good sport, an honorable and compassionate competitor, but a poor loser. The trouble with good losers is that they have to lose to prove it. The professional is a winner — and success is synonymous with winning.

Reach beyond your grasp.

You need pull for achieving any

worthwhile thing you get in life — the powerful pull of goals. J.C. Penney said, "Give me a stock clerk with a goal, and I'll give you a man who'll make history. Give me a man without goals, and I'll give you a stock clerk."

No matter what your aspirations are, there is no victory without a struggle. So don't set easy goals. Reach beyond your grasp. "Our duty is to proceed as if limits to our ability did not exist," said Pierre Teilhard de Chardin, a French Jesuit Philosopher. There's nothing wrong with falling short of your goals. Every great thinker falls short of the knowledge he or she would like to have. But those who reach the highest are the ones who learn the most.

In his book, *The Heart of a Champion*, two-time Olympic gold medalist Bob Richards writes: "No matter how much you may accomplish, you will always be frustrated. No matter how much you gain in the way of wealth, no matter how much you achieve in the way of athletic greatness or scientific progress,

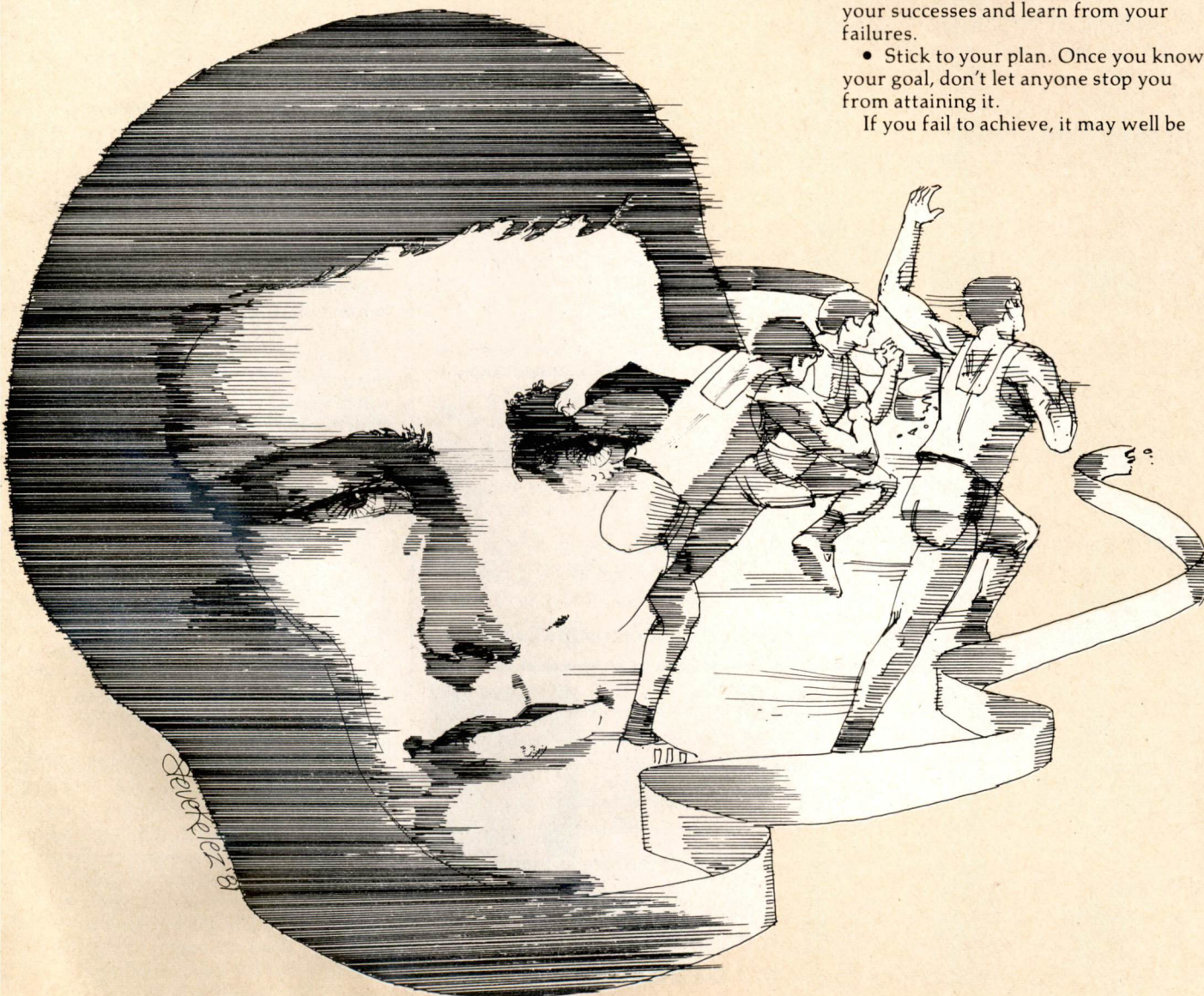
there will still be a sense of not having done enough. People cannot be content because if they are, progress stops."

Make a mission-goals-action plan.

Goals must be translated into actions before they can become achievements. Action involves learning every step needed to succeed — and then taking those steps without hesitation.

What should you do? Everyone must find his own route to success, but there are some general guidelines that can help you progress along whatever course you chart for yourself.

- Write down your values, the things that are most important to you in life, and make sure they are reflected in your goals.
 - Leave the past and look into your future. Who do you want to become and when should you make the changes needed to reach that goal?
 - Develop an action plan for achievement and be sure it's a program for winning. Break your main goal into sub-goals you can use to build quick successes.
 - Measure your progress; count your successes and learn from your failures.
 - Stick to your plan. Once you know your goal, don't let anyone stop you from attaining it.
- If you fail to achieve, it may well be



Books in Brief

- **ELOQUENCE IN PUBLIC SPEAKING** — By Kenneth McFarland. America's "Dean of Public Speaking" offers his insights on how to gain and hold the rapt attention of any audience.
(B-12) \$3.95
- **SPEECH CAN CHANGE YOUR LIFE** — By Dorothy Sarnoff. This practical book provides exercises in breathing, pronunciation and delivery to help you eliminate distracting speech defects.
(B-13) \$7.95
- **MIRACLE PLATFORM POWER: THE PSYCHOLOGY OF SUCCESSFUL SPEECHMAKING** — By John Wolfe. Tested techniques that will bring you more applause, admiration and persuasive power every time you step up to the platform.
(B-14) \$10.95
- **2500 JOKES TO START 'EM LAUGHING** — By Robert Orben. From the master of the one-liner, a new collection of sure-fire laugh lines.
(B-15) \$9.95
- **THE ENCYCLOPEDIA OF ONE-LINER COMEDY** — By Robert Orben. More than 2000 selections of Orben's best humor.
(B-17) \$7.95
- **COMMUNICATE EFFECTIVELY** — By Arnold "Nick" Carter. Methods of coping with nervousness, fear and other emotions that can interfere with effective communication.
(B-19) \$7.95
- **SPEAKER'S LIFETIME LIBRARY** — By Leonard and Thelma Spinrad. This all-purpose reference and resource guide contains thousands of speech ideas.
(B-20) \$24.95
- **EFFECTIVE BUSINESS AND TECHNICAL PRESENTATIONS** — By George L. Morrissey. This book is designed primarily for public speakers who give seminars for business, government and industry.
(B-21) \$7.95
- **A MASTER GUIDE TO PUBLIC SPEAKING** — By Robert L. Montgomery. An expert with vast experience as a speaker reveals the inside secrets of the most successful speechmakers. A must for beginning and advanced speakers.
(B-5) \$9.95
- **UNCLE BEN'S QUOTEBOOK** — By Benjamin R. DeJong. A potpourri of unforgettable quotes that can help you add power to any speech.
(B-11) \$7.95
- **HUMOR POWER** — By Herb True. How to use humor effectively in almost any situation. Includes jokes and anecdotes that will win the trust and attention of others.
(B-77) \$9.95

Add 20% postage and handling to all items. California residents add 6% sales tax.

CLUB NO. _____ DISTRICT NO. _____

NAME _____

ADDRESS _____

CITY _____ STATE/PROVINCE _____

COUNTRY _____ ZIP _____

Enclosed is \$ _____ (U.S.) check or money order payable to Toastmasters International for (quantity)

_____ (B-12) _____ (B-13) _____ (B-14) _____ (B-15) _____ (B-17) _____ (B-19)

_____ (B-20) _____ (B-21) _____ (B-5) _____ (B-9) _____ (B-2)

Send your orders to: Toastmasters International, 2200 N. Grand Ave., P.O. Box 10400, Santa Ana, CA 92711.

because you failed to plan. Or, perhaps you lacked the commitment needed to achieve. There's no limit to what people can accomplish if they are *totally* committed to their goals.

Concentrate on major efforts.

There's a slender margin between failure and success. We maximize our chances of success by understanding where we can best apply our energies and skills to bridge that gap. It is absolutely vital that we concentrate on what I call the critical success factors in any given effort.

Businessmen have a name for this. It's called Pareto's Law (or sometimes the "20-80 Principle" or "Selective Control"). This law states simply that in any series of elements to be controlled, a small fraction in terms of numbers will always account for a larger fraction in terms of effect. Using this law, you can develop more important items within your life or your business. That, of course, involves classifying your resources and then allocating them among the things that need to be done in proportion to their relative importance or value.

Concentrating your effort means — of course — *working* at it. Working very hard. The young women who won the Gold Medal in volleyball in the 1964 Olympics, for example, would put in their regular work day from 8 to 3:30, then practice six days a week from 4 p.m. 'til midnight — and all day on Sunday. They wanted to win badly enough to stick to this regimen, and the results were phenomenal. They were undefeated for four straight years before winning their Olympic Gold Medal.

So how does believing in yourself relate to Pareto's Law? The degree to which you can concentrate your major efforts where they will do the most good is in direct ratio to your belief in your own good judgment and your ability to make it prevail.

Visualize success.

Humorist Will Rogers once said, "The difference between winning and losing any contest begins long before the game starts. The winners *expect* to win; the losers just hope." This law of expectancy — a self-fulfilling prophecy of what we can and will do — gives all of us power to control our lives, to make the future anything we want it to be.

The magic of believing has helped many great achievers conquer odds that others wouldn't dare to challenge. Remember what Wilma Rudolph did with that magic? She was crippled in one leg and spent nearly two years in a wheelchair, but she kept trying to walk. At age six, she finally did, but always painfully. Then she begun to run. She was slow, but she kept working at it until finally, in high school, she was

able to keep up with the best of her classmates. A Tennessee track coach spotted her and encouraged her to run. Run, she did — all the way to the 1960 Olympics in Rome, where she won three gold medals.

Wilma knew the secret of visualization: if you can create a mental image of the person you would like to become and hold that picture in your mind, you can imagine your way to success. As you picture yourself reaching your goal, that achievement becomes tangible.

You can use visualization and mental playback to become successful at anything. The method is simple:

- Picture yourself executing a certain skill at a perfect level.
- Pay attention to minute details — including your environment and feeling as well as actions.
- Think only in terms of positive behavior you wish to achieve. Identify self-defeating behavioral traits that prevent you from achieving what you want and replace them with positive traits or attitudes.
- Make this process part of your daily routine. Replay it as often as possible.

Whatever mental picture you decide to concentrate on, make sure you don't

"Winners expect to win; the losers just hope."

underestimate yourself — or expect too much. It's only when you see yourself as you really are, that you're able to see what you can become.

Put yourself on a winning track and stay there.

Confidence can also be called Positive Self-Esteem — and it is probably the most important single quality of an achiever. Deep inside, achievers feel good about themselves, a belief — not inborn — that has been attained through lifelong practice . . . by winning, achieving and succeeding with the support of parents, friends, teachers and coaches.

Consider Emil Zatopek, an awkward, ungainly soldier from Czechoslovakia who somehow got the notion that he could beat the finest distance runners in the world. He had none of the their running style; instead, he ran as if he were in constant pain — arms waving, eyes rolling back in his forehead, mouth constantly agape, inhaling great gulps of air. But the self-esteem was there, and along with it, the determination. For years, Zatopek endured the most gruelling training program any athlete ever took on.

The result: in the 1952 Helsinki Olympics, Zatopek won the 5000 meter

in record time and two days later won the 10,000 meters, setting another record. On the final day of the Olympics he decided to run the 26-mile marathon for the first time in his life. He won the first marathon he'd ever run, setting *another* Olympic record.

Champions enter competition concentrating on their strengths, not their weaknesses. And probably the greatest strength is a power, a force, a science — call it what you like — that the individual can call on to overcome difficulty and achieve success in whatever direction he has chosen. That's the mark of a champion.

Catch the third wave.

When you're striving to achieve, many demands compete for your essential thinking time. You'll have to guard it carefully. You may even have to isolate yourself to prevent interruptions. I do much of my thinking on a surfboard off the shores of Dana Point, the beach community where I live. I often emerge from the surf with new perspectives, goals and strategies, but I don't let my thoughts keep me from enjoying the waves. In fact, surfing has taught me a lot about achievement.

Waves generally come in sets of three. The third wave is usually the biggest and the best. It's the one with the most energy and power. To catch it, you have to be in the right place at the right time. As you see it on the horizon, you paddle to the point of pickup. Then, as it surges toward the beach, you use all the arm and shoulder power you can muster to thrust yourself forward. You can't hold back. You have to go for it with all your skill and strength. Your reward is the thrill of coasting up and down with the swell and feeling the tranquility of a smooth ride. There's nothing like it. But you get the chance to ride that wave the same way you reach many achievements in life — by being in the right place at the right time and taking advantage of every opportunity. You can also make opportunities by following this five-step formula for achieving.

Above all, remember that you must believe in yourself. Don't let self-doubts keep you from catching the third wave. **GO FOR IT**, and you *will* achieve. 🏊



Terrence McCann is Executive Director of Toastmasters International and an Olympic Gold Medal winner. He received a BSC in business administration from the University of Iowa and an MBA in marketing from Loyola University in Chicago. As executive director, McCann directs the World Headquarters staff in Santa Ana and oversees the operations of 4000 clubs in the United States, Canada and 45 other countries throughout the world.

How to Sponsor Distributors

At last a book that tells you how. Even the newest distributor can follow this system. The secrets of **Multi-Level** fortunes are revealed.

The author is well-known motivator and recruiter Gerald D. Oliver. The Foreword is written by Amway Diamond Direct, Dr. Theron Nelsen.

The name of the book is "How to Create a Fortune Sponsoring Distributors."

It tells where and how to find good people. The book explains what to say and how to say it to get a positive reaction.

You'll learn:

1. The 4 Basic Motivators guaranteed to enthruse your distributors.
2. The 17 Success Patterns that show you who can and cannot succeed in your business.

You'll have the opportunity to see how the experts built large organizations and big bonus checks.

Be the first in your line to have this book. Take advantage of this offer NOW. Don't wait, take a sheet of paper and write "sponsoring" on it, enclose your check for \$19.95 (Canada add \$2.50) and mail to Creative Sponsoring, Dept. TO-7-81, Box 2447, Springfield, IL 62705.

It's Guaranteed — If you are not happy with the book, simply return it within 30 days and we will return your check immediately.

Without it...

You're just another face in the crowd!

Good managers get results by following three basic rules.

Managers Make Things Happen

by Thomas K. Connellan

Nicholas Murray Butler, former president of Columbia University, once described organizations as containing three kinds of people: those who make things happen, those who watch things happen, and those who don't know what has happened.

The difference between those in the first category and those in the other two is *management*. Managers make things happen. Why are some more successful at it than others? There are

Should you be doing all the things you're now doing?

three basic reasons, each of which can be formulated as a rule for running a business successfully.

1. Rule 1. There's no point in doing well that which you should not be doing at all. Most managers of smaller businesses are "out of balance" in terms of where they apply their talents. The imbalance is a natural result of their rise through the ranks. They were good (i.e., made things happen) in finance, manufacturing, marketing, or mer-

chandising. Because of their skill in a particular function, they eventually rose to the top. Having a specific skill in one area is important. But too often, the individual spends too much time in the single area he knows best. The manager who has come up through marketing, for example, is not only competent and confident, but also most comfortable, making marketing decisions. As a result, he or she tends to spend too much time on that function.

Because a top manager in a smaller company often can do many things as well as (or better than) other employees, he may hamper their growth. If the president with particular competence in finance regularly interferes with the accounting staff, he damages their potential by denying them experiences they could learn from.

Managers in smaller firms must keep informed about each operation and maintain central control. But control must be maintained in a way that does not impair development of subordinates. One of the keys to success is to have one-person control and multi-person operations — not one-person control and one-person operations.

Evaluate Present Duties

Each time you take on a task, ask yourself: Is this something that I should

be doing? Focus on *effective* use of time rather than *efficient* use of time. Efficiency is doing things right. Effectiveness is doing the right things. When you find yourself lamenting that there is never enough time in the day to do all the things you're doing, ask yourself a critical question: Should I be doing all the things that I'm doing?

To answer that, try this method. For a one-week period, keep track of how much time you spend in various activities and what those activities contribute to the productivity or profitability of the firm. At the end of that week, make one of three decisions about each task you have listed:

1. Is this a task I should keep doing?
2. Is this a task that should be delegated to someone else?
3. Is this a task that could be totally eliminated?

Research demonstrates that 70 per cent to 80 per cent of the tasks that you will list should be continued; 10 per cent to 15 per cent should be delegated; and 10 per cent to 15 per cent should be eliminated. The latter are usually tasks that were necessary at an earlier stage of the business but are now obsolete. Such an analysis should be conducted every six months, to keep unnecessary tasks from creeping into your daily routine.

Rule 2. When you find something that works for you, find out why so you can teach it to someone else. Consider people in terms of two scales. One is vertical, representing degrees of competence. The other is horizontal, representing "consciousness." That is, the individual is either aware of what he is doing, or he does things unconsciously.

Combined, the two scales create a matrix that represents the four types of individuals in any organization: 1) Conscious competent, 2) Unconscious competent, 3) Conscious incompetent, and 4) Unconscious incompetent.

Consider how each of these types works. The unconscious incompetents (4) are barely able to perform. If questioned about their performance, they will quietly reply they didn't know what they were supposed to do. It's probably true. More important, however, they not only don't know what they're doing, but they also don't know what they don't know. Their performance is relatively harmless, at least until they make serious mistakes. But because their intentions are often good, management seldom catches that mistake until it's too late. The unconscious incompetents are distinguished by their helpful attitudes, friendly demeanors — and totally ineffective performances.

The conscious incompetents (3) deliberately set out to be incompetent. They are tough to recognize because they do exactly as they are told. They do no more and no less and take everything that is given them, interpreting it literally and moving ahead.

They're dangerous. If, by mistake, someone gives them the wrong task, the conscious incompetents will move ahead knowing full well the error of their ways but carrying out the job to completion. Sooner or later, they give themselves away. When caught doing things wrong, they righteously and indignantly state that they were "only doing what they were told."

Unconscious competents (2) are much like natural athletes. They're star performers. They're good and everyone knows it — including them. The problem is, the unconscious competents don't know *why* they're good. It's often due to a talent or instinct that comes naturally. But because of that, they

The successful manager picks his targets carefully.

can't teach their skill to anyone else. Result: while they are good performers in a technical sense, the stars often make very poor coaches.

Many top managers are unconscious competents. They're good, and everyone recognizes it. However, caught up in the day-to-day pressures of running the business, they never sit down and analyze why they're good. As a result, they may have trouble teaching others the skills they have mastered.

If you're in this category, learn to take a few minutes as you perform tasks to analyze why something works, so that you can teach someone else that skill. When you can spend less time performing it, you'll have more time for building the business and learning new things yourself.

Strengths and Weaknesses

The most effective managers are the conscious competents (1). They know they're good and other people know it. But they have to work at being good. They are aware of their strengths and limitations, and they are determined to maximize those strengths and improve their weaknesses. Most important, the conscious competents not only know why they're successful, but they can teach that success to others.

If you want to build a team that

works, take 30 minutes a week to analyze *why* what you did that week worked, and be prepared to teach some part of it to someone else during the following week. This will help you help others in your firm grow. And when people grow, companies grow.

Rule 3. Use a rifle approach to focus on high-priority areas. You have a choice in how you manage. You can use a shotgun or a rifle. A shotgun covers a wide area, but it has a lot less power than a rifle. Shotgun management, for the same reason, is usually a poor tactic.


The successful manager in smaller firms is a rifleman. He picks his targets carefully, aims and fires. By focusing corporate resources on only a few key areas, he moves his company ahead farther and faster.

Why does the rifle approach work? It goes back to Pareto's Optimal Law of Maldistribution — the old 20/80 principle. Vilfredo Pareto observed that events are not distributed equally throughout the population. The successful manager recognizes this maldistribution and uses it to advantage.

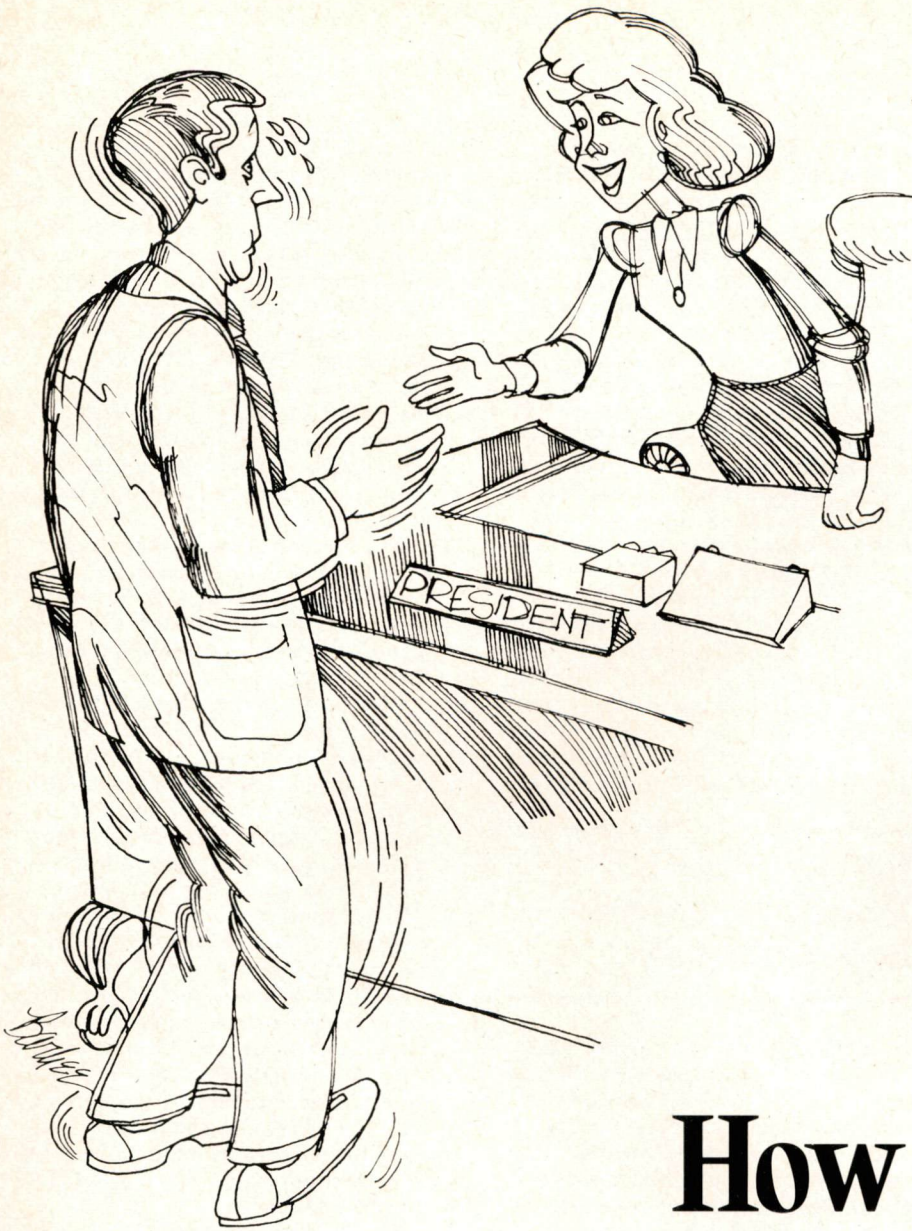
The essence of the 20/80 rule is that a small percentage of events yields the majority of company results. The ratio is typically 20 to 80, and it applies to many business concerns: for example, 20 per cent of the product line produces 80 per cent of the profit; 20 per cent of the customers are responsible for 80 per cent of the past-due accounts; 20 per cent of the inventory items account for 80 per cent of the inventory dollars.

To use this maldistribution to your advantage, find out which 20 per cent of your product line produces 80 per cent of your profit and focus efforts on that segment. When you've got a problem with receivables, find out which 20 per cent are causing 80 per cent of the past-due accounts. Once those accounts have been identified, direct all resources to eliminating them, and you will eliminate 80 per cent of your past-due problems.

That's the rifle approach. It calls for focusing on problems, determining which one deserves attention first, drawing a bead on it, and targeting resources.

In sum, these are the three most important rules for running a business and getting results: delegate responsibilities; teach subordinates; and take close aim in problem solving. 

Reprinted with the permission of INC. magazine, April, 1979. Copyright 1979 by United Marine Publishing, Inc.



How Important Are First Impressions?

by Stewart Marsh

Harry Wilson applied for a minor managerial position with an industrial concern. The president of the concern interviewed him, starting off with questions about Wilson's philosophy of management. To his dismay, Wilson realized that some of his answers were fuzzy and poorly worded. He hoped the employer's first impressions would not be paramount in determining Wilson's suitability for the position.

Joe Babcock was invited to speak at the banquet of a local civic group. After the toastmaster introduced him, he nervously got to his feet, proceeded to the speaker's stand, laid out his notes and fiddled with the microphone. He started off with an ancient joke that almost everyone in the audience had heard; it fell flat. Attempting to get the audience's attention, Babcock recited various facts and figures pertinent to his theme, but these were dull to most listeners. The general response was "ho-hum."

Could Wilson change the initial impressions of the company president? Could Babcock overcome his poor beginning? It is certainly possible, but it wouldn't be easy. The noted psychologist Solomon Asch concluded that first impressions often set the tone for the developing overall impression that one forms of another person. Studies by other psychologists also confirm that individuals make judgments about the personality characteristics of others on first acquaintance. Nor is it uncommon for listeners to make judgments about the speaker early in his or her speech.

One often hears remarks such as "When we first met I knew at once we were not going to hit it off," or "It was a case of love at first sight." Some people even pride themselves on being able to size up others on first acquaintance. An owner of an apartment building stated

Does the way we present ourselves on first acquaintance affect our future?

that he could usually tell, on the basis of first impressions, whether or not a potential renter would pay the rent promptly each month. An employer confided he placed importance on his first impressions of job applicants, feeling that he could tell at once if an applicant was suitable or unsuitable. Similarly, a housewife professed that, when a salesperson came to the door, she could identify that person as a crook or an honest person from his or her appearance.

Often Deceiving

Of course, it is not a logical procedure to place confidence in first impressions, since these impressions are sometimes false or misleading. On the basis of appearance alone, it is impossible for an apartment owner to be certain whether

Even personnel experts can't predict an applicant's potential.

or not a potential renter is a deadbeat. Studies have shown that not even personnel experts can accurately predict job success or failure from the way a person looks.

Too, experiments reveal that criminal experts don't do any better than chance in singling out criminals from law-abiding citizens by looking at their photographs. Every day one reads about motorists who have been robbed or raped by hitchhikers judged to be honest and trustworthy. Newspapers report almost daily about individuals who have been tricked out of their savings by crooks who appeared to

be truthful and sincere.

When you meet a person for the first time, you would be wise to refrain from making final evaluative judgments about the individual's personality characteristics. If it promises to be a continuing relationship, give yourself more opportunity to observe before drawing definite conclusions. In the case of job applicants, rely heavily on references and documents indicating the applicant's track record.

You should also adopt a wait-and-see attitude when listening to a speaker. Give the speaker a chance to settle down and get under way. Don't prejudge his or her performance on the basis of a shaky start!

Personal Appearance

Similarly, you should seek to make the best first impressions possible in your interpersonal relationships. Conservative dress, grooming and social behavior, even in today's more informal society, are often important; any departure from the norms of good taste may negatively influence the impressions people form of you.

As a public speaker, you should be aware that many listeners may make up their minds about you during the early part of your speech. If they decide you're a dull speaker or your behavior or dress annoys them, their attention will wander.

To make the best first impression possible when speaking, begin with your dress and grooming. If you are ill-groomed or untidy, your audience will notice it. If it is a formal occasion and you are wearing a sweater and slacks, some of your listeners are likely to be offended.

When you respond to your introduction, recognize the toastmaster or chairman of the program committee, and possibly the president of the organization and prominent guests,


along with members of the audience. But don't drag out these recognitions endlessly until listeners are bored stiff.

If you start off with a joke, make it relevant and fresh. Tie it in with the toastmaster's introduction, the occasion or the theme of your speech. Don't begin with an unrelated story.

Make the beginning of your speech interesting through the use of vivid and appealing materials, such as illustrations and anecdotes. A century ago, when it was common for an orator to speak for one or two hours, there were outstanding speakers who started out slowly, building gradually to a resounding climax. Today, however, speeches are usually informal and much shorter, running between 15 and 30 minutes. Accustomed to fast-paced radio and

Many listeners make up their minds about you early in your speech.

television entertainment, listeners are apt to be impatient with speakers who get off to a slow start. Make introductory remarks interesting and exciting to capture and hold their attention.

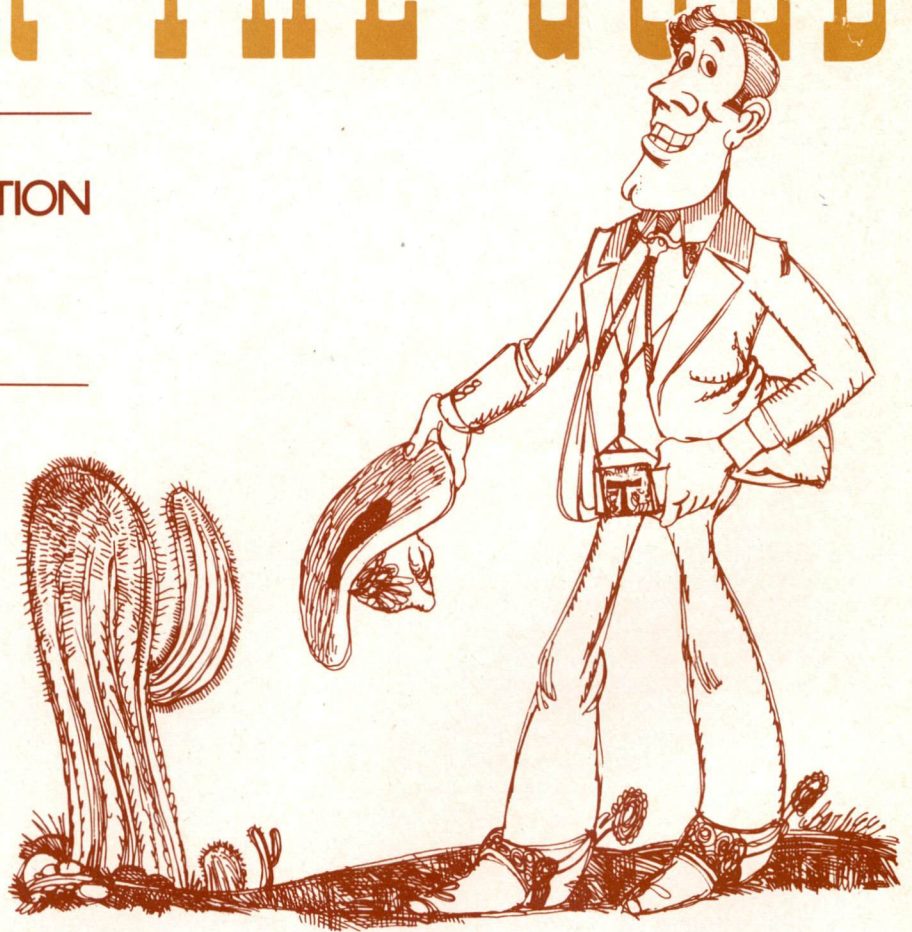
First impressions are much more influential than they deserve to be, since they are sometimes false or misleading. However, you should recognize their importance and try to make a favorable first impression upon others, not through deception but through the presentation of your best self. 

Stewart Marsh is a former psychology professor and college dean who lives in Pasadena, California.

GO FOR THE GOLD

**TOASTMASTERS'
50TH ANNUAL CONVENTION
AUGUST 18-22, 1981
HYATT REGENCY HOTEL
PHOENIX, ARIZONA**

Our 50th Convention will be really special — the biggest annual meeting ever and the most exciting. The world's top speakers will be there — will you?



Hear Top Speakers

- **Dr. Millard Bennett**

One of the nation's most renowned orators, and a Toastmaster for many years.

- **James L. Hayes**

President of the American Management Associations will receive this year's Golden Gavel.

- **Joel Weldon**

One of today's most popular platform speakers — hear him and you'll know why.

- **Dr. Charlie Jarvis**

This year, Dr. Jarvis returns to our platform with an all-new humor workshop.

- **Dr. Nina Harris**

Special success program for spouses (but everyone is invited!)

- **Jeff Young**

The 1980 winner of the International Speech Contest will show you how to organize better speeches.

- **Dean Herrington**

You will learn more about how an audience receives a speaker in this fast paced presentation.

- **Michael Aun II**

Our 1978 International Speech Contest winner will show you how to "preach what you practice."

- **"The World Championship of Public Speaking"**

Nine of the best Toastmaster speakers in the world will compete in the biggest speech contest ever at the Phoenix Convention Center (across the street from the Hyatt Regency).

- **Plus...**

Panel presentations on the pride and programming of a Top Ten Club, an inside look at the world of professional speaking, "Communication Showcase" featuring five exciting Toastmasters, and the first Accredited Speaker Program finals.



Go for the Gold!

TOASTMASTERS' 50TH ANNUAL CONVENTION AUGUST 19-22, 1981 HYATT REGENCY HOTEL PHOENIX, ARIZONA

TO WHQ

Mail to: Toastmasters International, 2200 N. Grand Avenue, P.O. Box 10400, Santa Ana, CA 92711. (This form is not to be used by International Officers, Directors, Past International Presidents or District Governors elected for 1981-82.)

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

Please have my advance convention registration and tickets to the following meal events waiting for me at the Convention Registration Desk. **All advance registrations must reach World Headquarters by July 10.**

_____	Member Registrations @ \$15	\$ _____
_____	Joint Registration: Husband/Wife (both Toastmasters) @ \$20	\$ _____
_____	Spouse/Guest Registrations @ \$5	\$ _____
_____	Tickets: Golden Gavel Luncheon (Thursday, August 20) @ \$10.50	\$ _____
_____	Tickets: "Ladies Luncheon" (Wednesday, noon, August 19) @ \$9.00	\$ _____
_____	Tickets: "The Wild, Wild West" (Thursday, August 20, Dinner, Show & Dancing) @ \$20.00	\$ _____
_____	Tickets: President's Dinner Dance (Friday, August 21, Dinner, Dancing & Program) @ \$21.00	\$ _____
_____	Tickets: International Speech Contest Breakfast (Saturday, August 22) @ \$7.50	\$ _____
	(Speech Contest will be held at Phoenix Convention Center, across street from hotel.)	
	Total \$ _____	

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

(PLEASE PRINT) Club No. _____ District No. _____

NAME _____

SPOUSE/GUEST NAME _____

ADDRESS _____

CITY _____ STATE/PROVINCE _____

COUNTRY _____ ZIP CODE _____

NO. CHILDREN ATTENDING _____ AGES _____

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

TO HOTEL

Mail to: Hyatt Regency Hotel, 122 N. Second St., Phoenix, Arizona 85004, (602) 257-1110. Reservation requests must reach the hotel on or prior to July 28, 1981.

Please circle room and approximate price desired. (If rate requested not available, next highest price will prevail.) 5% state/local sales tax will be added to all rates. All rates European Plan (no meal included).

Single	\$30.00	Double/King	\$38.00
Double/Twin	\$38.00	1 Bedroom Suites	\$100.00, \$125.00, \$175.00

NAME _____

ADDRESS _____

CITY _____ STATE/PROVINCE _____

COUNTRY _____ ZIP CODE _____

I will arrive approximately _____ a.m. _____ p.m. on August _____, 1981.

Check enclosed to cover first night for arrival after 6 p.m.

I will depart on August _____, 1981. Arrival by car other

I am sharing room with _____

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

TOASTMASTERS INTERNATIONAL CONVENTION, August 19-22, Phoenix, Arizona.

Even after you reach your goal, your obligations to those who assisted you continue.

SUCCESS: AN EVEN EXCHANGE

by Robert D. Harris



To most people, success means achieving something of importance to them. For some it may mean being president of a company or being one of the top 10 salesmen of the year. To others it may be being named father or mother of the year.

But being successful is not an easy goal to attain. Success doesn't happen overnight, and none of us is born successful. Achieving success is usually a long, involved and energy-consuming process.

The easiest way to achieve success is at the expense of others. During your

Once your deceit is discovered, they'll never help you again.

climb to the top, you use and take advantage of those around you, then ignore them and deny their assistance after you've reached your goal. But once your ruthlessness and deceit is discovered, these people will never help you with anything again. You'll be alone at the top, through before you even had a chance to begin.

The best path to success is through hard work and respect for those around you. Although you still rely on the help and support of others, you recognize and reward them for their efforts once you reach your goal. This kind of success gives everyone concerned a sense of pride and accomplishment.

However, once you've achieved your goal and recognized those who helped you, you still have an obligation to them. You must learn to respect and motivate them so they'll go all out for you and continue to contribute to your own progress and advancement. But you must help them to achieve their goals, too.

A successful manager finds ways to motivate employees to meet or even exceed their mutual goals and objectives. Most people are motivated by four principle needs: achievement, recognition, responsibility and growth. It's up to managers to recognize these needs and to help their employees satisfy them.

Establishing Goals

Achievement comes when employees reach difficult but not impossible goals. However when an employee sits all day at a job that is repetitious and unchallenging, and feels powerless to affect the outcome of that job, then the opportunity for accomplishment just isn't there. Of course, not all employees have the same urge to achieve. In fact, many will be quite satisfied with their situation. You must determine those with the potential and desire to excel and see to it that you do everything you can to help them.

When helping others to achieve their goals, you should involve them in setting these goals and in determining the difficulty of the task. Remember that the goals selected must cause employees to stretch in order to reach them and that employees must feel they can influence the outcome of the task through their own efforts.

Be careful, too, to set goals high enough. If they're set too low they

won't create the desire to achieve and will just become another boring part of a routine day. When you're assigning difficult tasks, remember that employees must be part of the process of establishing goals; that the task, while difficult, must be reasonable; it must carry both responsibility and authority; and each task must have a completion date.

Tasks assigned without employee participation will not be viewed as opportunities for achievement, nor are they likely to have an employee's full commitment. It's a good idea to ask

No one person becomes successful without the aid of others.

employees to help determine standards of performance for a satisfactory job. If you can discover what challenges and which activities are of special interest to each employee, you can capitalize upon each one's expertise and work together toward achieving the goals you've set.


All of us like to be recognized for our role in the organization. We also like to be recognized for achievements and for our contribution to it's success. Recognition given in the form of praise is an important tool in motivating employees. Recognize employees' worth by talking with them. Show that you think of them as more than clock numbers by discussing things of

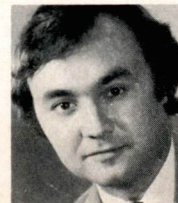
interest to them — their personal goals and ambitions. Don't forget that listening is important, too. By being willing to listen, you recognize employees and become a more effective manager at the same time.

Increased Responsibility

Accountability and responsibility are important aids to goal-achievement. For employees to feel they're getting the most from their jobs, they must have the opportunity to take full charge. Giving employees this responsibility makes a manager's job easier, too.

When employees assume responsibility, they begin to operate more independently, thus freeing managers to do the jobs they were hired to do. Employees with responsibility also gain the opportunity to participate in the objectives and goals of the department. The resulting growth and sense of accomplishment makes the job more meaningful and provides the motivation to do a better job and to accept even more responsibility.

No one person can become successful all by himself. As you move closer to your goal, don't forget those that helped you along the way. These people now entrust you with their own growth and success. You, in turn, should help them achieve their goals. Not only will they profit, but you will, too. 



Robert D. Harris lives in Rockford, Illinois. His articles have appeared in Building Operating Management, Hospital Topics and Health Services Manager.

Is today's society inhibiting
its own growth and progress?

The Case for Elitism

by Joseph N. Bell

Every four years, we are implored — endlessly and unimaginatively — to vote in our national elections. We are told that it is the duty of every American citizen to vote and that refusing to discharge that duty is unpatriotic at best and criminal at worst. Fortunately, none of this has much effect. Those who intended to vote will, and those who didn't, won't — thereby probably performing an ultimate act of patriotism by staying away from the polls.

The same dichotomy tends to hold true for another hallowed American institution: success. From childhood, we are implored to be successful — again, endlessly and usually unimaginatively. The basic trouble is that success is seldom defined except in material terms by advertisements that appeal mainly to greed and social status. The growing inclination in our society to measure success solely by accumulated goods and money has led to frustration and anger among those who don't — or can't — achieve it, and economic stress among those who do. But it has also forced into view and defined a class that puts a totally different yardstick down to measure success. The people who make up this class are elitists who turn their backs on the standard norms of society and look to their own refinements and definitions.

They've been with us a long time, and they are being threatened today in some interesting ways. In the evolution of the American system of government, we have been forced by our unfolding concept of democracy to denigrate this quality of elitism that was very much in the forefront of the thinking of the Founding Fathers. They would probably be appalled at today's "Get Out and Vote" campaigns. After all, they made it hard enough for the uneducated and disinterested to participate in the electoral process. At the time of the Revolutionary War, only about six per

cent of the total population had the right to vote, and in the beginning of the United States neither the President nor U.S. Senators were elected by popular suffrage. In all but three states, only property-owning males were permitted to vote for members of the House of Representatives — the sole popularly-elected national governing body. Thus, the first standards of elitism were masculinity and money. We're still struggling with the former — witness the problems of the Equal Rights Amendment — and the latter also persists to this day, codified in the unfortunate conviction that social responsibility somehow automatically accompanies property ownership and wealth. So the argument could

Popular democracy can't function without an educated electorate.

be made that the Founding Fathers were onto a good thing in recognizing elitism, but the way they chose to apply it left something to be desired.

Intelligent Electorate

Participatory democracy requires an enlightened electorate, willing and able to consider and evaluate public issues. An unenlightened electorate, by contrast, can be manipulated, conned, bought off with spurious promises and persuaded to vote against its own self interests. (Californians, for example, a few years back voted overwhelmingly against legalizing pay television because they were told it was a contravention of "free enterprise" — a marvelously tortured argument propounded in a multi-million dollar advertising campaign paid out of a kitty collected from motion

picture studios and theater owners.)

A look at political advertising or attention to political rhetoric these days makes quite clear the contempt in which most politicians hold the voting public. Some of this carries over from the deep and abiding suspicion of mankind held by the Founding Fathers. They put a complex system of checks and balances into our system to prevent any branch of government from usurping power — a piece of foresight that has withstood such attacks as Franklin Roosevelt's effort to pack the Supreme Court and Richard Nixon's effort to subvert the entire system by commandeering ultimate power in the executive branch. The Founding Fathers also believed that the selection of public officials should be in the hands of people qualified to make intelligent choices. Nothing has happened since their day to challenge the soundness of this theory.

But the concept of elitism that was thoroughly integrated in the founding of the United States has been swallowed — and has finally almost disappeared — in the antithetical concept of participatory democracy. As a result, we've been stuck with a national guilt over treating any individual in our society any differently than any other individual. The result has not been to pull — as it should — individuals or groups unjustly treated into places of equal opportunity but to mitigate, moderate and neutralize the elements in our society that could and should be keeping us constantly in the state of social and political ferment that leads to progress, often by defining success in creative and non-establishment ways.

Advanced Schooling

The most obvious place elitism is being stamped out is in our schools. Popular democracy simply cannot function without an educated electorate. Accordingly, our system of public schools has been designed to serve this

function. Unfortunately, however, in the process, it has been tailored to the needs of the least, rather than the best, equipped students. Over the years, there have been numerous efforts to counter this destructive trend by providing special classes for gifted children or by providing different "tracks" for public school students of varying intelligence ability and motivation.

Such efforts have historically been looked upon with suspicion in this country. There has long been a pervasive feeling that any effort to classify students — and thereby set up different standards of success — violates a basic principle of democracy by admitting they weren't all born exactly alike (which is quite different from Thomas Jefferson's "equal"). And, of course, there have always been the parents to deal with. Many parents of average to below-average students deeply resent this sort of discrimination. Even the parents of the gifted often feel uncomfortable with it, not only as a negation of democratic principles, but also because such isolation might make it more difficult for their children to adapt socially, and higher standards for success might threaten their position at the top.

When school administrators saw themselves as educators rather than public relations representatives bridging misunderstandings between the community and the schools, they could deal with such parental complaints — and did. When my kids were growing up in Southern California, they were put in special classes in subjects in which they excelled, enabling them to explore educational areas that would have been denied them

SELF-IMPROVEMENT

How To Become A Successful Consultant In Your Own Technical Field. \$20. Consultants, P.O. Box 19, Manchester, TN 37355.

PERSONAL MOTIVATION booklet outlines the success plan used by one man to become a millionaire. \$1 plus 75¢ postage and handling. Achievement Concepts, P.O. Box 564, Oak Ridge, TN 37830.

"SEX AND SWEETHEARTS." Vernon Howard's powerful, new, wholesome booklet. Understand love! Solve problems! Command romance! End heartaches! Only \$1. New Life, Box 684-T, Boulder City, NV 89005.

EMPLOYMENT OPPORTUNITIES

EXCITING PUBLIC RELATIONS WORK. Conduct workshops & seminars in your area. Motivation, positive thinking, personal growth. Build your own business using Toastmaster skills. Free information: A.I.A., 5185 69th St., Lubbock, TX 79424; (806) 794-3895.

MISCELLANEOUS

Put your club in the public spotlight! Present the Toastmasters Communication Achievement Award to a prominent person in your community or company. Kit includes handsome plaque, "how-to" pamphlet and sample news release. Order #267 from World Headquarters today. Only \$17.50, plus 20% postage. For TI engraving, add 10¢ per letter.

Sell the benefits of Toastmasters with our professionally prepared Membership and Extension Slide Presentation (#376). Includes 40 slides and script booklet. Send \$15 plus 20% postage to World Headquarters. California residents add 6% sales tax.

Want to help yourself and Toastmasters, too? Start a new Toastmasters club in your community or company. You'll not only help to bring the benefits of Toastmasters to others, you'll also gain valuable leadership experience. Everything you need to get started is in TI's New Club Information Kit. It's free; write the Membership and Club Extension Department at World Headquarters.

Send your classified ad with a check or money order to Toastmasters International, Publications Department, 2200 N. Grand Ave., P.O. Box 10400, Santa Ana, CA 92711. Rates: \$25 minimum for 25 words, 80 cents for each word over minimum. Box numbers and phone numbers count as two words; zip codes and abbreviations count as one word each. Copy subject to editor's approval. Deadline: 10th of the second month preceding publication.

otherwise — without in any way harming the students who weren't in such classes. Only the parents' sensibilities were wounded. The kids didn't care; they understood and generally accepted their own limitations. I know of no instance in which the failure to make it into a gifted class was psychologically harmful to a child; what *was* harmful was parents insisting their children achieve beyond reasonable expectations to make the parents feel better. The school my children attended has long since given in to pressure to abandon gifted classes, a capitulation that is being repeated in many other school systems.

This seems not only a distortion of the concept of popular democracy — but also a way of standing the concept of success on its head. Writer-historian Ariel Durant made this point eloquently when she said recently, "I believe that in a fortunate country like America, we are rich enough to give people a chance for creative differences — right from the beginning. These differences should be allowed to come through, rather than be suppressed. Some claim, in a democracy, that everybody is like everybody else — and yet all progress, all greatness grows from that which is distinctly different. A civilization where everybody imitated everybody else and nobody was different would be more like a puppet civilization."

Rigid Society

The same conformist mind prevails in the treatment of the innovative in many other areas of our society, in which such people are judged not on their performance but on the cheerfulness with which they adapt to rules and social conventions that often make very little sense to them. Take the nine-to-five work day, for example. Such structures are necessary for certain types of employment (retail stores, factory assembly lines) but to judge success in this manner for people who could contribute much more to an organization if their creative juices were allowed to roam free of such artificial parameters is absurd. Yet, permitting latitude to such people — especially in large and rigid organizations — is considered vaguely undemocratic and setting an unwise precedent.

Our society is set up to waste time. Interminable work conferences that accomplish little or nothing, waiting in lines, filling voids with small talk, busy work that could either be eliminated or redirected to some useful purpose have long attached themselves as encrustations to the American work ethic and are often regarded as the mark of the successful employee. Such activities fill a real psychological need for a great many people, and that's okay. What isn't okay is to force such activities on people whose minds — crying to be

active in creative ways — are simply numbed by them. There needs to be enough flexibility in the system for such people. The corporation that could recognize this on behalf of its creative people would enjoy an unparalleled competitive advantage and remarkable success. It would also be accused of elitism.

Oddly enough, we condone — and even applaud — outrageous elitism in certain areas of our society that involve high degrees of specialization. The athlete who can break off a curve ball or throw a football 70 yards with uncanny accuracy is considered highly successful and justified in receiving special treatment and rewards. So is the actor or actress capable of projecting someone else's words or the doctor who can sew up a heart or a liver. If the scholar or teacher or automobile mechanic just as skilled in their own specialties are considered less successful, it simply represents the priorities of our society.

But there are limits, even to those permitted elitist treatment because their specialization catches the public fancy. During last year's baseball players' strike, I saw dozens of Letters to the Editor complaining about the arrogance of players who would strike

"Greatness grows from that which is distinctly different."

when they were making six-figure annual salaries while the letter writer was struggling along on a modest pay check. These letter writers were withdrawing their acceptance of elite treatment of ball players because they had overstepped. None of the letters I read dealt with the facts of the matter: that inflated salaries were being paid out of inflated gate receipts and TV revenues by owners who were either profiting enormously or writing off the losses, and that the only real issue in the strike was an effort by the owners to cancel concessions in the baseball reserve clause they had granted players several years earlier to prevent court action.

The Creative Elite

It's a strange anachronism in the United States today that the concept of elitism in general offends our sense of democracy and yet we regard as highly successful those in our midst who can do a single thing remarkably well and often have little breadth to go along with that single talent. It is not such people who move a society, and until that fact is recognized, we will probably never be comfortable allowing our creative thinkers their own definitions of success in order to take us where we might go.

They will create; nothing can stop that since it is endemic to their nature. But their responsibilities will be severely limited if 1) they are forced to conform to rules and definitions that necessarily structure the lives of most of us but simply inhibit — and in some instances destroy — the creative juices of the gifted in our midst, or 2) are made to feel by the pressure of society that what they require for free flight is somehow evil because it is undemocratic. Special treatment is, by its very nature, undemocratic. But it decidedly isn't evil — and therein lies the problem. It is likely that a good many of the Founding Feathers of this nation would be looked on today as highly suspect both because of their intelligence and the radical nature of their social and political ideas. This is the distance we have come.

As Ariel Durant asks so pointedly: "Why are creative, innovative people usually strong individualists? For the simple reason that they're doing their own thinking. Other people are just doing what they're told, and that does not necessarily generate creative fervor and differentiation of feeling."

That's why a "Hold Down the Vote" campaign might make a lot more sense in furthering the needs of this society than prodding disinterested, easily-manipulated citizens or those with a single issue axe to grind to go to the polls. It will never happen, of course, because it would offend the superficial sense of the democratic process that is so thoroughly programmed in our national consciousness. So we will continue with bumper-sticker politics that attract the least undesirable instead of the most desirable in our society — and we will deserve what we get.

A.L. Rowse, the iconoclastic Shakespearean scholar, was reported to have said recently that he has seen the people and found them wanting. That, of course, is a degree of elitism to which no public figure could ever give voice. But it is comforting to know that someone in our midst is not only capable of saying it, but permitted to do so without being drawn-and-quartered. Prior to this time, only left-handed pitchers, premiere quarterbacks, actresses and foreign royalty have been able to speak such heresy. So we have some progress — but we're still a long ways from putting success into perspective. 🗣️

Joseph N. Bell's articles have appeared in all major American magazines. As film critic for The National Observer and entertainment writer for the Christian Science Monitor, the Los Angeles Times and several national magazines, he has covered the Hollywood scene for two decades. He has also written six books and has taught non-fiction writing at the University of California, Irvine, for the past 12 years.

JULY 1981

Let our group tell your group what they told CBS, MacNeil/Lehrer, and ABC News.



Millions of viewers have seen them on national network programs. Now, let your group see Walker Merryman, Anne Browder, Tom Howard, or Pam Jones — in your home town, free, in person. Give your group the chance to hear articulate, stimulating discussions about everything from America's basic freedoms to government regulation. And the chance to voice their own views on some of today's most controversial issues. For more information, write The Tobacco Institute, 1875 Eye Street, N.W., Washington, D.C. 20006. Or call our toll-free number. It's your chance to put a television personality, live, at your club's podium.

800-424-9876
The Tobacco Institute

Unleashing Your Creative Abilities

Learn how to use creative thinking
to solve problems and achieve your goals.

When Edison invented the light bulb, he probably had little idea of the impact his invention would have. Nor did he ever imagine that the invention that took over 10,000 experiments to perfect would be used to illustrate the "inspirational flash" that we so often see in cartoons and comic strips.

When and how does this flash occur? The process for cartoon characters is a simple one: 1) The problem manifests itself, 2) thoughts of possible solutions race through our hero's mind, and 3) suddenly, the bulb flashes the answer! The inventive genius of a two-dimensional creature has been sparked and a creative idea is born. The problem is solved.

But does it work this way in real life? Is creative thinking and problem-solving relegated only to cartoon characters, inventors like Thomas Edison, art masters like Michaelangelo and Picasso, scientists such as Newton

and Einstein, or philosophers like Socrates and Sarte? Are the rest of us merely common workers who lack the mental ability for ingenious thinking?

Nonsense. We can all be creative. Although we may consciously or unconsciously set ourselves apart from our contemporaries in terms of our creative abilities, we all have the same potential. It's just that most of us simply don't know how to tap into the creative process. Creativity is a procedure that can be learned by anyone. Men throughout the ages have used it. While some have identified it, others, even though they've used it successfully, have never been aware of how it works. Some even approached the method differently. But the basic process is the same, and we can all learn it.

Creativity is important. It is a dynamic tool that can help us attain the special notoriety we're looking for in our careers. It's the key that can set us apart from the average man in the crowd. Rarely will problems (management problems, especially) be solved successfully without using our creativity. W. Clement Stone attributed much of his success in life to the dictum: "In every adversity is the seed

of a greater benefit." When a problem stands in our way, armed and working with our creative potential, we can solve the problem in such a way that the outcome leaves us and the situation in better shape than before the problem existed. In his book *The Courage to Create*, Rollo May wrote, "The creative process must be explored . . . as representing the highest degree of emotional health, as the expression of normal people in the act of actualizing themselves."

The creative process basically consists of the following seven steps.

- *Plan your goal.* What is your goal? Is it the solution to a management problem? A systems problem? A unique new way to make a presentation? Maxwell Maltz, author of *Psycho-Cybernetics*, stated, "When you set out to do creative work — whether in the field of selling, managing a business, writing a sonnet, improving human relations, or whatever — you begin with a goal in mind, an end to be achieved, a 'target' answer, which, although perhaps somewhat vague, will be 'recognized' when achieved." Whatever your goal, write it down on paper in a few simple words.

- *Define your purpose.* Now that you've set your goal, ask yourself why you've set it. What are your reasons for wanting to attain your goal? Write them down, too.



- *Commit yourself to your goal.* Creativity involves your subconscious and conscious mind. Without committing yourself fully to your goal, the information you generate and deal with on the conscious level will never reach your subconscious. You may *think* about a problem, but until you really *feel* the problem, creativity remains dormant. You can only *feel* it when you commit to it. Rollo May noted, "... the insight never comes hit or miss, but in accordance with a pattern of which one essential element is our own commitment."

- *List the known facts.* Writing down all that is known about your particular problem or situation clarifies your goal and purpose. It also defines the parameters of your particular situation. Much of what will be included in this list will be the minor obstacles that are getting in your way (i.e., the reasons why your problem is a problem or why your situation demands some thought instead of immediate action).

- *Concentrate.* High energy is the next step. Brainstorm. Do this with a colleague or friend, if you can. If you can't, it will still work doing it solo, but not quite as well. Hearing yourself begins to shake your creativity out of its dormancy.

- *Forget it.* The next step is to give up, at least consciously. "You must learn to trust your creative mechanism to work and not 'jam it' by becoming too concerned or too anxious as to whether it will work or not, or by attempting to force it by too much conscious effort," Maltz explained. "You must let it work, rather than make it work."

It may be five minutes after brainstorming, or five days. You may be in the shower, eating breakfast, driving in

the country, or reading a novel when it happens. All of a sudden the elusive answer will flash with lightening clarity. This is the essence of creativity. The answer is a reaction to the concentration and commitment we've given to the particular situation. May explained it as "... The unconscious, so to speak, broke through in opposition to the conscious belief to which I was clinging."

- *Apply the answer.* When the inspiration flashes, you'll know it. Write it down immediately. If more thoughts flow, write them down also. From then on, it's simply a matter of tailoring the information to fit your specific situation. You'll note, in every case, the solution will leave the situation in

Most of us simply don't know how to tap into the creative process.

better shape than before the problem existed.

How does this process work in real life?

When beginning a new business (organizing and coordinating human relations seminars), I was faced with a problem I hadn't anticipated. People weren't registering for my lectures. I had, I thought, budgeted my advertising dollars well, but I soon realized the cost of advertising was becoming greater than the income from registrations. I needed more registrants!

What were the facts I knew about the situation? 1) Many people seemed hesitant to register for something they didn't know too much about, and the advertising couldn't really explain the atmosphere of the seminars, 2) my

advertising wasn't reaching as many people as I originally planned (I had found this out by conducting an ad survey), 3) people seemed much more apt to pay to be entertained than to be participants in anything, and 4) I was running out of money.

In brainstorming, I decided I'd have to do more widespread advertising and the advertising would have to be more effective than my previous endeavors.

Since the seminars were scheduled to begin in a week, I needed a quick answer.

As I was driving into town one morning, I found myself rehearsing the mini-lectures that were part of the seminars. I was quite happy with them and their content. In the past they'd been well-accepted when I'd shared them at speaking engagements. Eureka! The flash hit. A free lecture! I could get free advertising for it through press releases and it was entertainment.

Applying the solution was simple. I sent releases to the local radio and TV stations and newspapers announcing a free lecture on human relations. I organized the lecture and had a capacity crowd in attendance! Enough of them registered for my seminars immediately afterward that I was able to run all of them successfully and profitably.

Of course, my solution hardly had the impact that Edison's solution to his problem had, and most likely yours won't, either. But creative thinking will help us achieve our own personal goals — if we just take the time to let it happen. 🗣️



William Atkinson is a regional reporter in Illinois for Time magazine and a stringer for the Bureau of Better Business Practice. He is currently working on his doctorate in speech communications.

Build a Top Ten Club

by Ed Cargile, DTM

Winning the prestigious Toastmasters Top Ten Distinguished Club Award several years ago was the culmination of a dream for both me and the Blue Flame Club 2717-F of Costa Mesa, California. We had tried once before, but our effort and enthusiasm had waned. When we decided to try again, though, we were determined to see it through. But it required some careful planning and a lot of ambition and enthusiasm.

To win the award, a club had to have a total of at least 6500 points, awarded according to Toastmasters Club Management Plan. The plan lists certain areas where activities must be performed for the club to flourish. If results in these areas are not adequate, the club may suffer. Areas in which clubs are rated include membership growth, educational opportunities, leadership and human dynamics.

Our club, like others, had no special support, financial advantages or privileges. In fact, we were faced with what most clubs call problems, although we referred to them as challenges. Our membership was faithful, but small — about 12 per meeting, barely enough for all the jobs of the meeting. Besides being involved with the club, members had full-time jobs, attended college classes and seminars and had families that took up time. To top it off, we met at 7 a.m. Getting people to a meeting at 6:30 a.m. to set up, make program adjustments and greet each other is quite a trick. The treasury was far from healthy and several of us even had to make advance payments to pay for our breakfasts and club expenses.

Planning Goals

After we decided in January 1978 to try for the Top Ten award, our first step was to develop a Management Plan, including a realistic budget. We ordered copies of all pertinent materials from the Toastmasters Supply catalog and studied them carefully. The Educational Vice President and I (the president) established our club goals, based on the objectives of the Club Management Plan, the system developed by Toastmasters

International to build clubs and to determine the President's Top Ten Clubs. We also used the Founders District Club of the Area plan. This plan has the same basic purpose as the Club Management Plan, but is broken down into monthly goals and objectives. But even more importantly, we established goals for the individual members which would increase their personal communications and leadership growth.

After drawing up our goals and a plan, the next step was to get total approval and commitment from our members. No more false starts for us! We presented the plan to the Executive Committee, comprised of the club officers and the Advisory Committee (Past Club Presidents, ATMs and DTMs). After the committee added several new ideas, we presented the plan to the club members. All were enthusiastic and offered us their total support.

Building Membership

The next task was to develop strategies for membership growth and involvement. Each member was asked to bring at least one guest per month. Members visited companies, banks, larger stores and other groups of people to leave flyers about the club and to invite employees to meetings. (Personnel directors were excellent sources of new members, as they could see the benefits to their company.) We held contests to see which member brought the most guests.

Lead by the Sergeant At Arms, members greeted guests, made them feel comfortable, answered questions and guided them through each phase of the meeting. The guests were given an information package containing Toastmasters brochures, a membership application, a club bulletin and a welcoming message from the club president. The guests were invited to a total of three meetings, although in most cases they wanted to join after the first or second meeting. New members were scheduled on the program as soon as possible to take advantage of their enthusiasm and interest.

We assigned every member to a committee headed by the club officers, providing help for the already busy officers. The Advisory Board became more active on the Executive Committee, coached new members and acted as council to the president. This kept the more experienced members on the Advisory Board involved.

Of course, we found the best way to keep members active was to plan good club meetings. We made each meeting a Theme Meeting for interest and variety, with four speeches each week. All speeches were from the C & L Manual. Debates were scheduled periodically.

To communicate with the members and get continuous feedback on our plans, two of our past presidents developed a survey to determine members' interests. We improved our monthly club bulletin's design, layout and content. Each issue contained the monthly meeting schedule, members' and club progress reports, announcements of upcoming events and news of Toastmasters members.

Member Participation

Club members were also encouraged to attend and participate in the Division workshops and District conferences. Awards received at the Area, Division and District speech contests, workshops and District conferences by members or by the club were presented again at our regular club meeting by the club president as additional recognition to those who earned the honors and as an encouragement to other members to put out the same effort. This was also done for Manual completions, CTMs, ATMs and DTMs, with the club buying the ATM and DTM badges for the members who earned them. Our representatives on the Area, Division and District councils gave monthly reports on activities outside the club and invited other members to assist in these activities. Recognition was always given for such outside participation.

Several activities outside the club offered opportunities for our members to become further involved and grow.

Our educational vice president organized speaker/evaluator teams to visit other organizations and also set up exchange meetings with other clubs. The administrative vice president organized a community contact team to give demonstrations of speaking techniques to various groups. Our speakers bureau enabled members to give speeches outside the club, too, and if another member attended and evaluated the speech to Manual Speech objectives, it was credited as a Manual Speech completion.

With all these opportunities to speak and be evaluated, several members made over 30 Manual Speeches during the year. This resulted in a rapid growth curve for the members and more points toward the goal. The additional public exposure also increased our membership.

We used a point system structured around the Club of the Area Plan and the Distinguished Club Plan to measure each member's progress. Members received points for various activities and achievements both within the club and for outside speaking activities. Club members were penalized two points for each meeting missed and received up to 10 points for forming a new club or earning a DTM or ATM. All of the Distinguished Club Plan and Club of the Area Plan items were included in the point system, plus additional points for being named Best Speaker, Most Improved Speaker or Toastmaster for each meeting. At every meeting each member's progress was charted and announced to the other members. The member with the most points at the end of each six-month period received the club's Outstanding Toastmaster Award.

We had an Officer Installation and Awards Banquet twice a year. Area, Division and District officers recognized the outgoing officers and installed the incoming officers. We also presented a perpetual trophy to the outgoing officer who contributed the most to the club's growth as determined by the Advisory Board. Awards won during the six months were presented again and the Outstanding Toastmaster Award recipient was named.

Charting Progress

We constantly monitored our progress toward our goal by careful record keeping and reports. Records were maintained by the administrative vice president in a progress history book. The book contained records on outside speeches, Youth Leadership and Speechcraft programs, CTM, ATM and DTM registration numbers received from World Headquarters, speaker/evaluator teams and where they spoke, and other valuable records.

The Club of the Area form was filled out at the beginning of each month by

Put Your Toastmasters Skills To Work... To Help Build The Leaders Of Tomorrow

Communication is a universal human need — one that becomes more and more vital as the world becomes increasingly complex.

Your Toastmasters training has helped you learn to verbalize your ideas so that they are heard, understood and acted upon. Why not share some of your communication expertise with the leaders of tomorrow?

That's what Toastmasters' Youth Leadership Program is all about. It's a way for Toastmasters to prepare today's youngsters for tomorrow's challenges. By helping them to discover their abilities you encourage them to become participants in society — not daydreamers or delinquents.

An individual Toastmaster who coordinates a Youth Leadership Program not only recaps the satisfaction that comes from helping others, he or she also earns credit toward Distinguished Toastmaster (DTM) recognition. But there's another reward that's just as important — discovery.

If you would like to share your Toastmasters benefits with tomorrow's leaders and gain a valuable learning experience for yourself, why not start making plans to coordinate a Youth Leadership Program in your community?

All the necessary materials are listed in the current TI Supply Catalog. If you'd like more information about the Toastmasters Youth Leadership Program, contact World Headquarters.

It may be one of the most satisfying things you'll ever do.



the club officer responsible for that section of the report, and summarized at the Club Executive Council meeting held the first week of the month. At each Club Executive Council meeting our actual progress was compared with the plan developed at the beginning of the year. Corrective action, if necessary, was taken immediately. Each week the administrative vice president gave a progress report to the club via a large chart showing our goals versus our actual progress.

Results

By the end of the year we had an impressive track record. We had over 40 members, the Governor's 30 Club ribbon and the President's Top 40 ribbon for increased membership; a treasury of over \$500; a total of seven Manual Completions, 52 Outside Speeches, five Speechcrafts, 14 Youth Leadership programs, four ATMs and seven active past presidents; we won Club of the Area trophy both six month periods; won Most Active Club trophy both times during the year; won Club of the District twice; had a Club, Area, Division and District speech contest winner; an area Governor; and a runner-up Area Governor of the Year for Founders District. But most importantly, the club was the recipient of the President's Top Ten Award with the highest Distinguished Club Plan points (6541) of more

than 3500 Toastmasters Clubs around the world, making it number one.

In addition to all of these achievements, there were many tangible growth areas which were probably even more important. Members who participated in club activities increased their self confidence, poise and leadership abilities. By breaking out of the comfort zone of the club's cocoon and venturing out to other Club, Area, Division and District activities and outside speaking engagements, the members grew even more.

If you and your fellow Toastmasters would like to experience the same growth, then I challenge you to set the course. Adapt some of the techniques we used. Follow the proven programs developed and perfected by Toastmasters International. Add your own imagination and enthusiasm. And then share your new knowledge and skills with others. This is what makes Toastmasters one of the best examples of self improvement. Start today, because the future will be here tomorrow.



Ed Cargile, DTM, is Founders District administrative lt. governor and was president of Blueflame Toastmasters Club 2717-F in 1978.

Hall of Fame

DTMs

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

Richard H. Hendricks

Wallingford 252-2, Seattle, WA

Phil A. Miller

Real Orators 474-5, El Cajon, CA

James R. Espy

Tartan 162-6, St. Paul, MN

Sherwood Hinds, Jr.

Northwest 30-11, Indianapolis, IN

Alfred G. Baczynski

Artesian 3379-14, Albany, GA

Art Scott

Hercules 1252-15, Magna, UT

Mary R. Young

Diplomats 3298-19, Des Moines, IA

Jeanie Keller

A Rousers 2202-24, Omaha, NE

Virginia L. Willier

Cosmopolitan 4416-25, Killeen, TX

June Weeks

Northshore Badgers 2612-35, Milwaukee, WI

Clyde Rudd

Greensboro 439-37, Greensboro, NC

Clancy W. Coates, Jr.

Anderson 4009-39, Anderson, CA

Ed Bick

Marquette 509-41, Sioux Falls, SD

Suzy Smith

Kalmia 1239-58, Aiken, SC

Henry J. O'Shea

Forest City 2729-60, London, Ont., Can

Margaret McIvor

Speakers 3447-60, Scarborough, Ont., Can

Frederick J. Ludwick, Jr.

Empire Statesmen 1427-65, Syracuse, NY

Marion B. Lilienthal

Gamma 3423-66, Norfolk Naval Air Station, VA

Vito A. Gotauta

Lafayette 2678-68, Lafayette, LA

Egerton James Mackness

Cronulla 3034-70, Cronulla, N.S.W., Aust

David Batterbee

East Coast Bays 2071-72, Auckland, NZ

ATMs

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

William R. Daugherty

Montebello 20-F, Montebello, CA

Andrew Schwartz

Mission Viejo 691-F, Mission Viejo, CA

Sam Hakam

Santa Ana Toasters 991-F, Santa Ana, CA

Richard B. Manning

Mount Vernon 258-2, Mount Vernon, WA

Joe Lorenzo

Lighthouse 2148-2, Mukilteo, WA

Moses B. Stevens

Valley 3354-3, Phoenix, AZ

Victoria R. Green

Vanguard 2693-4, Sunnyvale, CA

Nellie M. Murray

Vanguard 2693-4, Sunnyvale, CA

Bryan P. Bergson

Power 3140-4, San Francisco, CA

Volney W. Barchard

ESL 4398-4, Sunnyvale, CA

Ben Jetton

Fireside 851-5, San Diego, CA

Ward J. Brennan

NWNL 3107-6, Minneapolis, MN

Jean H. Johnson

Servetus East 253-7, Portland, OR

Gordon L. Catchpole

Totem Pole 610-7, Vancouver, WA

George E. Peo

Aerospace Center 3268-8, St. Louis Air Force Station, MO

Ernest C. Latham

Akron 151-10, Akron, OH

Carl F. Jobe

Medina 941-10, Medina, OH

Paul J. Timmel, Jr.

Medina 941-10, Medina, OH

Elizabeth Ann Way

Lorain 953-10, Lorain, OH

Michael D. Kundrat

Marion 2020-10, Marion, OH

Barnard J. Racunas

Alcoa Technical Center 1729-13, New Kensington, PA

Darcy Dene Keller

Pioneer 2308-15, Boise, ID

Bobbie R. Parrish

Ada 2970-15, Boise, ID

Thomas C. Tacha

Stillwater 576-16, Stillwater, OK

Francis H. Raughley

Deseaa 2240-18, Wilmington, DE

W.E. Fulton

Town and College 875-19, Ames, IA

Donald M. Roberts

Town and College 875-19, Ames, IA

E.J. Cannon

Cowichan 950-21, Duncan, B.C., Can

George B. Bell

North Shore 1085-21, North Vancouver, B.C., Can

Ronald E. Weissenborn

Daybreakers 4357-23, Albuquerque, NM

John E. Kerrigan

Traffic CL Yawn Patrol 1852-24, Omaha, NE

Margaret D. Larsen

ESP 2633-24, Omaha, NE

Jack E. Reece

Action 2519-29, Panama City, FL

Sam B. Itkin
Skokie 1608-30, Skokie, IL

Mary J. Carty
Raytheon Sudbury 2258-31, Sudbury, MA

Roy V. Walker
Bachelors/Bachelorette 3374-33, Las Vegas, NV

Fern L. Smith
Uni Royal 2510-35, Eau Claire, WI

H. Edward Dickeroof
Blackhawk 3521-35, Madison, WI

Norbert Y. Zucker
Federal 1037-36, Washington, D.C.

Anthony E. Llambias
Catawba Valley 1193-37, Hickory, NC

Thomas G. Beattie
Tarheel 1293-37, Raleigh, NC

James M. Torrance
Salisbury 2380-37, Salisbury, NC

Richard Elliott Cain
Integon 2935-37, Winston-Salem, NC

Roy Yee
Apolymon 1466-39, Sacramento, CA

Elwin L. Jany
Air Age 2073-39, Sacramento, CA

Max A.V. Johnston
Yawn Patrol 1187-41, Sioux Falls, SD

Hartog Albert
Pierre 1195-41, Pierre, SD

Lester Karas
Deadwood 2239-41, Deadwood, SD

Wayne Richard Rutten
Wascana 577-42, Regina, Sask., Can

Kenneth C. Jonason
High-Riser 1171-42, Calgary, Alta., Can

J.D. Gudmundson
Communicator 1241-42, Regina, Sask., Can

William V. Timms
Foresters 2511-42, Edmonton, Alta., Can

Everett W. Ritson
Sunset 3619-42, Regina, Sask., Can

Paul Roch
Sunset 3619-42, Regina, Sask., Can

Tom Carrillo
Traffic Club of NY 2286-46, New York, NY

Elizabeth Muchow
AIA TM of So. Brevard 3274-47, Indian Hbr. Bch., FL

Alan D. Blincoe
Winter Park 3674-47, Winter Park, FL

Cynthia L. Hokanson
Seminole 3771-47, Tallahassee, FL

Betty Yarbrough
Vulcan Voices 512-48, Birmingham, AL

Byron Y. Newman
Burnt 914-52, Van Nuys, CA

David C. Townsend
USAA 181-56, San Antonio, TX

A.T. Tony Powderly
Post Oak 3897-56, Houston, TX

Gary G. Markegard
Eureka 2704-57, Eureka, CA

Donald R. Anderson
Delta 2883-57, Pittsburg, CA

Robert M. Weaver
Spartanburg 1453-58, Spartanburg, SC

M.B. Sutton
Yarn Spinners 2965-58, Greenville, SC

Brooke Godwin
Florence 7 AM 4019-58, Florence, SC

Robert A. Cobbaert
Podium 2303-60, Toronto, Ont., Can

Richard F. Haskins
Capitol City 639-62, Lansing, MI

Gladys Mitchell
Money Changers 802-63, Knoxville, TN

Majorie Copeland
The Henjum TM Club 2994-64, Winnipeg, Man., Can

William M. Franks
Thursday Thirty 1530-63, Chattanooga, TN

Paul A. Hoffman
Sewells Point 1545-66, Norfolk, VA

Larry J. Prickett
West End 2661-66, Richmond, VA

Stan J. Collins
Takapuna 2506-72, Takapuna, NZ

New Clubs

4530-F Brown and Caldwell
Pasadena, CA — Tues., Biweekly, 12:10 p.m., Brown and Caldwell, 150 S. Arroyo Parkway (577-1020).

4526-1 Magnavox
Torrance, CA — Thurs., noon, Magnavox, 2829 Maricopa St. (328-0770).

2334-2 Blaine
Blaine, WA — Mon., 6:30 a.m., International Cafe, 758 Peace Portal Dr. (332-5222).

4522-2 WESCO
Burien, WA — Wed., 4:30 p.m., West Coast Grocery, 14006 First Ave., So. (593-3200).

4517-3 Daybreakers
Glendale, AZ — Thurs., 7 a.m., Velma Teague Library (Temporary), 58th Ave. & Glenn (247-4707).

4460-4 AMYAC
Sunnyvale, CA — Thurs., noon, Amdahl Corp., 1210 East Arques (746-6396).

4486-4 One-ders
Palo Alto, CA — Mon., 7:30 p.m., Palo Alto Community Church, 3391 Middlefield Rd. (968-8776).

4511-4 Memorex Speechmasters
Santa Clara, CA — Mon., noon, Memorex Corporation, 1125 Memorex Dr. (987-2672).

4535-6 Pine Island
Pine Island, MN — Fri., 6:30 a.m., City Hall, Main St. (356-4259).

4520-7 MT Hood Community College
Gresham, OR — Wed., 6:45 a.m., MT Hood Community College, 26000 S.E. Stark St. (254-0965).

4492-8 Columbia
Columbia, MO — Tues., 5:30 p.m., Bonanza Steakhouse, 200 West Ash (442-8553).

4502-8 Downtowners
St. Louis, MO — Tues., Biweekly, 11 a.m., Miss Hullings, 11th & Locust Sts. (342-6127).

2111-10 Buckeye
Cleveland, OH — Sat., 9 a.m., L & K Restaurant, Pearl Rd. (943-4480).

4466-10 Ashland

Ashland, OH — Mon, noon, Surrey Inn, 1065 Claremont Ave. (289-3555).

4505-11 Eagles

Louisville, KY — Wed., 12:30 p.m., Suburban Hospital, 4001 Dutchman's Ln. (456-1817).

4465-14 Horizon

Atlanta, GA — Thurs., 8 a.m., The Equitable Building, 100 Peachtree St., N.W., Suite 325 (586-1103).

4534-15 Mitetalkers

Provo, UT — Tues., 7:30 p.m., Mt. Bell, 75 E 100, N. (226-4476).

4529-16 Bristow

Bristow, OK — Tues., 7 p.m., Bristow High School (367-6186).

4521-19 Park Place

Des Moines, IA — Tues., noon, Bakers Cafeteria, 5030 N.E. 14th (265-1431).

4483-21 The Communicators

Victoria, B.C., Can — Thurs., 6:55 a.m., The Empress Hotel, 721 Government St. (382-7203).

4509-23 Las Cruces

Las Cruces, NM — Thurs., 6:30 a.m., Howard Johnson Restaurant, University Ave. & Valley Dr. (522-1163). Sponsored by University Park 2984-23.

4482-25 Blackland

Greenville, TX — Mon, 8 p.m., Western Sizzlin Steak House, Wesley Ave. (455-3362).

4533-25 TNT

Addison, TX — Thurs., noon, Addison Town Council Chambers, Beltline Rd. (233-1331).

4514-28 Fostoria

Fostoria, OH — Thurs., 7 p.m., Kaubisch Public Library, 205 Perry St. (894-6168).

4501-30 EPA

Chicago, IL — Thurs., noon, Kluczinski Federal Building, 230 South Dearborn St. (886-6058).

4495-31 Paul Revere

Worcester, MA — Wed. or Thurs., noon, Paul Revere Insurance Company, 18 Chestnut St. (799-4441, x 545).

4496-31 BBN

Cambridge, MA — Wed., Biweekly, noon, Bolt Beranek and Newman Inc., 50 Moulton St.

4497-31 Spencerians

Burlington, MA — Tues., noon, Raytheon Service Company, 2 Wayside Rd. (272-9300, x 2497).

4498-31 BayBank Norfolk County Trust Co.

Dedham, MA — 1st & 3rd Wed., 5:30 p.m., BayBank Norfolk County Trust Co., 858 Washington St. (329-3700).

4493-36 GEICO

Chevy Chase, MD — Tues., Biweekly, 5:45 p.m., GEICO Plaza (986-2517).

4474-37 News Toasters

Greensboro, NC — Thurs., 12:05 p.m., Greensboro News Co., 200 E. Market St. (373-7142).

4519-37 Spruce Pine

Spruce Pine, NC — Wed., 7 p.m., Western Steer Steak House (763-9169).

4523-37 Texasgulf Lee Creek

Aurora, NC — Tues., noon, Administrative Conference Room, Texasgulf Inc., P.O. Box 48 (322-4111, x 534).

4506-38 Rutgers

Camden, NJ — Tues., 12:30 p.m., Rutgers University, 326 Penn St. College Center (854-1053).

4527-39 Fairfield

Fairfield, CA — Thurs., 7 p.m., Fairfield Holiday Inn, 1250 Holiday Lane (422-8413).

4532-40 AFIT

Dayton, OH — Thurs., noon, AFIT School of Engineering Building, 640, Room 162 or 163 (255-6810).

4499-42 Buffalo Boaster's

Wainwright, Alta., Can — 1st & 3rd Mon., 6:15 a.m., Honey Pot, 825 2nd Ave. (842-2824).

4508-42 Prairie West

Kindersley, Sask., Can — Thurs., 8:30 p.m., Kindersley Union Hospital (379-4323). Sponsored by Seven Seas 3296-42.

4491-43 Ridgerunners

Helena, AR — Thurs., 7 a.m., State Farm Insurance, Board Room.

4489-52 SOM

Los Angeles, CA — Thurs., 5 p.m., School of Ministry, Youth Auditorium (388-2181).

4507-53 Southern Dutchess

Beacon, NY — Thurs., 6:30 p.m., Dutchess Manor, Route 9D, Breakneck Rd. (471-0770).

4516-56 Reed Rock Bit Company

Houston, TX — Wed., 11:30 a.m., Reed Rock Bit Company, 6501 Navigation (924-5556).

4485-58 Top of the Day

Columbia, SC — Mon., noon, Southern Bell Marketing Office, Rm. 324, 1555 Harden St. (779-6200).

4487-58 Dawnbreaker

Aiken, SC — Thurs., 7 a.m., Ramada Inn, Richland Ave. West (648-1456).

4513-58 West Ashley

Charleston, SC — Wed., noon, Western Sizzlin, Hwy. 17 South (795-5514).

4537-60 Collingwood

Collingwood, Ont., Can — Wed., 6:30 p.m., Cranberry Inn, Hwy. 26.

4524-65 River City

Binghamton, NY — Thurs., noon, Riccardos Restaurant, Marine Midland Plaza (713-1524).

4525-65 Taylor

Rochester, NY — Wed., Biweekly, 5:15 p.m., Taylor Instrument Co., Div. Sybron Corp., 95 Ames St. (235-5000, x 3988).

4510-66 Facilitators

Newport News, VA — Tues., noon, Newport News Social Services, 2410 Wickham Ave. (247-2487).

4512-68 Internal Revenue Service

New Orleans, LA — 1st Wed., 1 p.m., Hale Boggs Building, 500 Camp St., Rm. 710 (589-2311).

4528-68 Twin Cities

Monroe, LA — Wed., 7 a.m., El Pollino's Restaurant, 2001 Louisville Ave. (362-6460).

4531-70 Quirindi

Quirindi, N.S.W., Aust — 1st & 3rd Thurs., 7:45 p.m., Quirindi High School Library, Abbott St. (4632-Odi. 80).

4518-72 Blenheim

Blenheim, NZ — Thurs., 7:30 p.m., Nativity Centre, Anglican Church, Alfred St. (87009, x 733).

4515-73 Price Waterhouse Melbourne

Melbourne, Vict., Aust — Wed., 6:35 p.m., Price Waterhouse & Co., 447 Collins St. (616-1109).

4500-74 ESCOM

Sandton Transvaal, South Africa — Mon., 5:30 p.m., Megawatt Park Club (282470).

4476-U Sundogs

Whitehorse Yukon, Can — Thurs., noon, Whitehorse Public Library Meeting Room, 2nd Ave.

4480-U Bislig

Bislig, Surigao del Sur, Philippines — Thurs., 5:30 p.m., Towne & Country Hotel & Restaurant, Tabon.

4490-U Sitka

Sitka, AK — Wed., 7 p.m., Sheffield Hotel, Box 318 (747-5978).

4494-U Cagayan de Oro

Cagayan de Oro City, Philippines — Fri., 7:30 p.m., Tivoli Restaurant (23-48).

4503-U Sultan

Quezon City, Philippines — Fri., 6:30 p.m., Aberdeen Court, Quezon Blvd.

Anniversaries

45 Years

Lake City 748-2, Seattle, WA

35 Years

Albany 307-7, Albany, OR

Thunderbird 396-21, Victoria, B.C., Can

30 Years

Cornhuskers 955-24, Omaha, NE

Ambassador 936-28, Windsor, Ont., Can

25 Years

Hayward 207-57, Hayward, CA

20 Years

Daybreakers 3325-39, Redding, CA

A-OK 1359-43, Memphis, TN

Pan Am 3333-46, International Airport, NY

Cronulla 3034-70, Cronulla, N.S.W., Aust

15 Years

Yawn Patrol 3436-F, Fullerton, CA

City of Gold 2067-17, Helena, MT

Athens/Limestone 314-48, Athens, AL

Chesterfield 3678-66, Chesterfield County, VA

City of Liverpool 2130-70, Liverpool, N.S.W., Aust

Cambridge 1115-72, Cambridge, NZ

SAIM 658-74, Johannesburg, South Africa

10 Years

Sun City 1643-3, Sun City, AZ

Club TM de Ensenada 177-5, Ensenada, Mexico

Robeson 2022-37, Lumberton, NC

Greenville 1238-40, Greenville, OH

Rapid Toastmasters 2350-41, Rapid City, SD

West-Conn 599-53, Danbury, CT

Yarra Valley 26-73, Croydon, Vict., Aust

Meeting the Toastmaster Challenge

Just before I was hired here at Toastmasters, I ran into an old friend with whom I had grown up, but had not seen since I graduated from college. During the course of our catching up, I lamented the fact that I felt I hadn't accomplished anything or gotten anywhere in life. I believed all of the various jobs I have held, although in my chosen field of journalism, had not been as rewarding and demanding as I would have liked them to be. Nor had they brought me any closer to my goal.

He looked at me in surprise.

"I was just envying you for doing all the things you've done," he said. "You may not be able to see this, but you're going somewhere. It's obvious just from what you've told me about yourself."

I remembered Bill's prediction as I was driving home from my interview here at World Headquarters. I had just been hired to do what I'd always wanted to do — edit a magazine.

I also realized I was frightened. I had been given an enormous amount of responsibility, more than I'd ever had before. Even though I had been sure I was ready for such a position, my doubts began to plague me. Would my work meet the high standards of Toastmasters International? Would I find the job satisfying? Would I even fit into this unfamiliar organization, the majority of whose members I would never even meet?

After two months on the job, my insecurities are diminishing, thanks to the staff here at World Headquarters

and Toastmasters everywhere. Soon after I started my job, I was deluged with letters and telephone calls from Toastmasters around the world, welcoming me to World Headquarters and offering their help and encouragement. After talking with them and with my fellow workers, the strangeness slipped away. I began to get a feel for what Toastmasters is all about — fellowship, caring and encouragement to be the best we can be.

My job is stimulating and, at times, overwhelming. There is always something to do, whether it be planning the magazine or newsletter, answering correspondence, reading manuscripts or working on special projects.

I'm glad I didn't let my doubts and fear of failure stop me from joining Toastmasters, because in my short time here I've already discovered this organization has a lot to offer. It provides the environment in which we can develop our strengths and weed out our weaknesses, all with the encouragement and assistance of those around us.

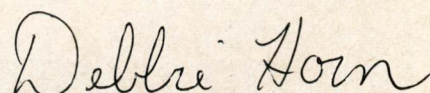
Toastmasters has also taught me that if we're ever going to reach our goals, we've got to learn to take some chances and not be afraid of setbacks, failures or negative feedback. And, most importantly, we've got to learn to take the consequences of our actions and not be afraid to admit when we are wrong. Only by setting goals for ourselves and reaching out of our safe shells to attain them, will we ever improve ourselves and our work.

Of course, now that I've met my

first goal, I am anxious to begin working toward the next one — to produce a quality magazine which will service Toastmasters around the world through articles that will help them improve their individual communication and leadership skills and help their clubs function more effectively.

To achieve this goal, I need your input, whether you live in Canada or South Africa, Australia or Germany. *The Toastmaster* is a forum for your ideas, but you have to let your ideas be known. If your club has developed an innovative technique which increased its membership or improved the club programming, I would like to hear about it. If you or your club has achieved some outstanding or unusual accomplishment, let me know. If you are a competent writer and have a story idea you believe is suitable for the magazine, please write to me. And, most important of all, if you have any comments or suggestions concerning the magazine itself, I'm eager to read them.

After all, this organization is designed to help us all grow. And we can help each other, too.



Debbie Horn, Editor

Secrets to Success in Speaking



No club lending library is complete without these dynamic cassette albums.

THE EFFECTIVE SPEAKER

Explores the elements of great speechmaking through the famous words of historic figures. Also features many of today's greatest speakers. You'll hear John F. Kennedy, Winston Churchill, Martin Luther King, Will Rogers, Franklin D. Roosevelt, Bob Richards, Dr. Norman Vincent Peale, Cavett Robert and

many others. Toastmasters' top speakers — Evelyn-Jane Davis, Michael Aun and Dick Caldwell — are also part of this unique cassette program. The first of its kind in the world of public speaking.

THE COMPLETE SPEAKER

Earl Nightingale, a master of motivation, reveals little known secrets of effective communication. A rich,

comprehensive audio program offering beginning and advanced speakers insights for handling every possible speaking assignment. Includes tips for writing speeches, making introductions, conducting panel discussions and handling radio and television interviews.

COMMUNICATE WHAT YOU THINK

More invaluable insights from Earl Nightingale. A basic guide to becoming a respected and sought-after speaker. You'll learn how to get and hold an audience's attention, how to sell your ideas, how to overcome the fear of addressing a large group . . . AND MUCH MORE!

TOASTMASTERS INTERNATIONAL P.O. BOX 10400, SANTA ANA, CA 92711

Yes, please send me _____ set(s) of COMMUNICATE WHAT YOU THINK (240). Member price: \$40; Non-member price: \$50

Yes, please send me _____ set(s) of THE COMPLETE SPEAKER (241). Member price: \$45; Non-member price: \$50

Yes, please send me _____ set(s) of THE EFFECTIVE SPEAKER (243). Member price: \$45; Non-member price: \$65

Each program contains six cassettes. Remittance must accompany each order.

Please add \$2 shipping charge for each cassette program inside the United States or \$2.50 for each cassette program shipment to Canada, Mexico and overseas. (California residents add 6% sales tax.)

- I prefer to pay now. My check or money order for \$ _____ is enclosed.
- I am a Toastmaster. Please bill me in the amount of \$ _____ through Club No. _____ District _____

Name _____

Club No. _____ District _____

Address _____

City _____ State/Province _____

Country _____ Zip _____



Timeless messages to start you on the road to successful speaking. ORDER TODAY!