

The Toastmaster

DECEMBER 1982



Perfecting Your Job Hunt

Plus: Our 100,000th Member! See page 24



What's So Appealing About Positive People?

On October 1, 1982, Toastmasters International reached a significant milestone — 100,000 active members. I had the privilege of calling the 100,000th member, Anthony Gallagher of Allegheny Center Club 640-13 in Pittsburgh, Pennsylvania, to welcome him into the organization. We talked about the long history and accomplishments of Toastmasters, and we discussed the challenges and opportunities that lie ahead for him.

It took Toastmasters International 58 years to reach a membership level of 100,000. But did you know that almost half of our members joined in the past seven years?

At first, this sudden growth amazed me. Then, as I thought more about it, I realized it's not that astonishing. In the past decade men and women have been confronted with challenges unlike any others encountered before. Fierce competition in the job market has pressed people to demonstrate competency in

their work. People have seen Toastmasters as a way to acquire this competency, plus some extra abilities that will place them even further ahead of their competition.

But Toastmasters does more than teach its members new skills. It also feeds its members emotionally.

When I joined Toastmasters, I had many negative feelings about myself — some of which I wasn't even aware. I lacked self-confidence, and I didn't have a firm belief in my ability to achieve my goals. I expected failure more often than I expected success; worse yet, I usually accepted failure without question.

But once I joined Toastmasters and began actively participating, I experienced an amazing phenomenon: I started to think positively.

You see, one of the purposes of a Toastmasters club is to support its members in their self-development efforts. Mine did just that. My fellow Toastmasters understood my plight, and they wanted to help me. They did this by encouraging me. They believed in me so much that they wouldn't let me fail. They wouldn't let me say "I can't."

Their efforts paid off. I started to believe in myself. My self-esteem was raised. I developed a positive attitude. I felt good about myself, and my list of successes grew correspondingly. "I can't" changed to "I can." I realized I was an intelligent person with many good qualities, and I had a lot to offer the world. I became emotionally healthy. My new attitude has improved my work and my family life.

This is what surrounding yourself with positive people can do. And nowhere will you find more positive people than in your Toastmasters club.

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COVER

"Most people feel they know how to get a job; few actually do," writes Robert B. Nelson, author of the book **The Job Hunt: The Biggest Job You'll Ever Have**. In this month's cover story, Nelson tells you everything you need to know to get the job you want: how to write a resume, how to set up and handle an interview, how to follow up to clinch the position. More importantly, he tells you how NOT to become your own worst enemy in your job hunt. Turn to his story on page 8 to find out what you need to know to perfect your job hunt.



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How We Can Aid the Hard of Hearing

"Speak Up: I Can't Hear You!" (September issue) performed a great service to the hearing impaired. As the article states, one can hear the words but not understand them. Very frustrating. In many cases this lack of understanding is due to a loss in high frequencies. Many hearing aids are designed to "lift" the high frequency volume.

However, it has been my experience that the most important element for understanding is enunciation. This means hitting each syllable of a word. Hard. Crisply.

Another element that causes lack of understanding is running out of steam. The speaker starts the sentences with sufficient volume, then trails off sometimes to a bare whisper.

*Fred Ebel
Orlando, Florida*

As a "hard-of-hearing" Toastmaster (I wear two hearing aids), I was glad to see Sue Barnard's article which addressed the dilemmas of hearing-impaired people. My observation is that lack of confidence is as handicapping, if not more so, than the actual disability. My involvement in Toastmasters has made me more confident relating to groups, something I avoided before.

Ms. Barnard left out an important point, however. People who have been hearing-impaired since birth or childhood also have speech problems, especially in clearly enunciating certain sounds. In my case, I could speak clearly when relaxed, but when I became nervous my speech became sloppy. Speech therapy didn't help in this regard, but Toastmasters sure did! Many people are surprised to learn that I even have a hearing loss.

Although there are some condi-

tions that hearing aids cannot correct, technology has greatly improved the quality of hearing devices. A hearing aid is much less noticeable than a hearing loss.

I was chagrined to read that hearing-impaired people rarely join Toastmasters. For people who have hard-of-hearing friends, it would be a real favor if they could encourage such friends to join a club.

By the way, I have a peeve about people who tell jokes. Many times the punch line is delivered in a softer voice or while the speaker is laughing. I used to blame myself for not catching the punch line, now I blame the speaker for not clearly communicating!

*Margie Howe
Raleigh, North Carolina*

A Self-defeating Blueprint For Success

I find the suggestions in the article "Blueprint for Success" (September issue) to be self-defeating, unethical and Machiavellian in their constructs.

To further oneself in the manner suggested is to treat people in a utilitarian manner, discarding them when they are no longer useful. This should not happen even to a used automobile.

Treating others on the job "as an actor on stage" stifles our own emotional development and encourages others to become yes men, unable to speak truthfully and directly to our or their own needs.

I do not question that this "blueprint for success" works or the enthusiasm of the author to help us, but if this is the road to success, then I am most happy to be a failure.

*Bill Moffatt
Cedar Rapids, Iowa*

Exercises To Improve Speech Delivery

Hundreds of exercises exist for helping people improve the physical delivery of their speeches. I am doing a research project compiling effective exercises into a handbook and I am hoping to tap the talent of our many Toastmasters for some input. I am looking for ideas in the area of exercises, games and gimmicks to strengthen the various aspects of physical delivery. For example:

- To improve vocal variety, read aloud from the phone book or a cookbook with expression.

- To improve eye contact, have several members of the audience raise their hands. The speaker must maintain good eye contact for at least three seconds before each person will lower his or her hand. The speaker must then raise the hands using the same procedure.

- To improve eye expression, use a sheet of paper with a rectangle cut out large enough to expose the eyes. Look into a mirror, through the paper, so that you can see only your eyes. Use your eyes to express these emotions: joy, anger, surprise, sadness, etcetera.

Please send me your ideas. And if you would like a copy of the completed research project, I'll send you one. Thanks.

*John E. Kinde, DTM
Montgomery, Alabama*

Editor's Note: Any Toastmaster who has some suggestions should write to Mr. Kinde at P.O. Box 20066, Montgomery, AL 36120.

Thank God It's MONDAY!

by David K. Lindo

Plant positive thoughts, take positive actions,
surround yourself with positive people and you'll harvest
positive results.

That thought flashed into Laurie Warren's mind as the clock radio announced 5:30 a.m. "It's the start of a new week. Five whole days to build my career. Forty hours to excel at my job. Two thousand four hundred minutes to work for promotion. Up and at 'em, Laurie, that's not the alarm ringing, it's opportunity!"

Is that the message you get when you arise? When your feet hit the floor Monday morning are you eager, ready to charge out and take on the world? Or do you moan and groan, "Oh God, is it that time already? I can't stand five more days of that same dull, boring, rotten job."

Why do some people always have an enthusiastic, positive attitude? Are they crazy? Is it because everything they do always goes right for them? Probably not. It's probably because they refuse to let events, people or problems affect their attitude. They have decided to make the effort necessary to control their attitude.

Is it worth the effort? William James, the father of modern psychology, said, "The greatest discovery of my generation is that human beings can alter their lives by altering their attitudes of mind." Do you want to alter your life? Could it be better? The

key to realizing your potential for tomorrow is the right attitude today. Attitude controls how much you can make of your life.

Does that mean you can't afford an occasional bad day? Of course not. But don't let one bad day follow another. Bad days create negative attitudes. How many bad days can you afford? Do you know what effect your bad days have on the people around you? Your family may forgive and forget, but what about your boss, your co-workers, your customers? Will they? Ask yourself a few questions. Do you enjoy working alongside a negative person? If all you hear from someone is complaints, criticism, problems and pessimism, do you seek that person out, or do you hide from him or her? If you are always negative, ill-tempered or grouchy, it may cost you your job.

Thinking Makes It So

All of us are aware that we physically change as time goes by. A look in the mirror proves that. But not every person realizes that he or she changes psychologically, too. That can be bad or good. Shakespeare said, "Nothing is good or bad, it's thinking that makes it so."

Do you recall the story about the 51-year-old man who had failed in busi-

ness? He tried law. He was barely successful. He tried politics. He lost nearly every election. He only found misery in his marriage. He felt that with him "the race of ambition has been a failure, a flat failure." This person, Abe Lincoln, became the sixteenth president of the United States. Despite adversity, he maintained his positive attitude. His comment: "Most folks are about as happy as they make up their minds to be."

You may not want to be president of the United States, but your attitude toward adversity is still the key to achieving your goals. There may be barriers to your success, but poor attitude shouldn't be one of them. Put your mental power to work for you as an overwhelming constructive force. Benjamin Franklin did. Labeled arrogant and tactless as a youth, he became so adept at diplomacy that he was appointed ambassador to France. He changed other people's reaction toward him by consciously changing his attitude. It changed the direction of his life.

Perhaps you say, "My brain doesn't start functioning in the morning until after my third cup of coffee." That's too late. Force your mind to become productive as you arise. Your thoughts are important. They don't just evaporate like the morning mist. They are with you all day long. Be alert. Focus your mind on current issues and situations. Avoid unfocused daydreams. Why? What real harm can a daydream cause? It may divert your attention at a crucial time. A lack of attention could cause you to make a costly error or accident. Eliminate aimless thinking. Keep your mind sharp and involved in what you are doing. Be actively involved in your job — every minute — and you improve your attitude toward it.

In many respects, your mind responds to your direction like a garden responds to cultivation. When a garden is left alone, weeds grow. They kill the crop. But with regular care, weeds can be kept to a minimum. And if the right seeds were planted, watered, sprayed and fertilized, your garden will produce prize-winning carrots, potatoes, asters or whatever it is that you planted. Your reward is a bumper crop — and perhaps a few awards.

Your mind is receptive to cultivation, too. This is provided by your thoughts. You control them. You can be lazy and allow your mind to be overrun with negative thoughts, or you can make the effort to weed them out. When you plant positive thoughts, then water, cultivate and fertilize them, you will be rewarded with a winning, positive attitude.

Do you like what is growing in your garden today? If not, maybe you haven't planted the right seeds. Or it could be that you have an attitude problem.

Personal Power

Doctors have long known that attitude can affect physical health. A patient can contribute to her own recovery from illness by changing from a pessimistic to an optimistic outlook. The same approach works on the job, too. It's been proven that positive attitude does produce personal power. It has helped a number of people.

For over 30 years Hazel Peters worked as a teletype operator. She started the job after she graduated from high school. It was her only job, and she loved it. She always gave her best effort. But as she grew older it became harder and harder for her to read the teletype. Her production fell off. New management arrived on the scene, looked at her record and fired her. Hazel was 52 years old. She went on unemployment. She couldn't get a

To capitalize on opportunity, you must use all your capabilities.

job. Her vision got worse. The medical diagnosis: cataracts. Complications arose. The doctor told her she had glaucoma, too. Hazel should have given up — and she would have except her mental attitude wouldn't allow it. Instead, she fought back.

Two operations and one year later, after concentrated retraining, she landed a job as stenographer with the Small Business Administration. Her positive attitude prevailed. Another crisis struck. She was disabled by a gallbladder attack, followed by shingles. Hazel refused to give up. She recovered and went back to work. At 60, she was stricken with a heart attack. Again she recovered and returned to the job she loved.

Hazel worked until age 65. She is now retired. Hazel never gave up. In the process, her attitude earned her the respect and admiration of doctors, nurses, bosses and co-workers. She has hundreds of friends. She regularly corresponds with many of them. She still fights the idea of retirement. As she says, "Age is just a matter of attitude. I'm not retired, I'm being retreated. I've got a lot of good years left."

Diane Andrews, the director of

chemical dependency programs at a large midwestern corporation, sees the dangers of a negative attitude every day in her counseling sessions. She works with employees suffering the effects of alcoholism and drug addiction. Diane is unusually effective in her role. Why? Because she talks from firsthand experience. She was once thought to be a hopeless alcoholic. Her family life, career and good health had all been lost. At the bottom she resolved to change her attitude and rebuild her life.

Today, at 33, Diane is in exceptional physical condition. She regularly runs about four miles every day, organizes and participates in races. In addition, she has established a happy home life and is a respected speaker.

This didn't all happen at once. It took several years for Diane to accomplish the transition. She applied her positive attitude, an hour at a time, while working toward her long-term goal of becoming a counselor against chemical dependency. After she beat alcohol she discussed with her boss her idea of establishing a company-sponsored chemical dependency program. Over a period of several months, they explored alternatives to determine how Diane's plan could be best implemented.

Working together they convinced top management of the need. Diane's enthusiasm and determination helped management decide. Diane is now directing her program — for the good of the people that make up her company. She's helping other employees and their families toward meaningful solutions to their problems.

About the same time Diane was directing her attitude to obtain positive results, a young executive found the same problems too much to face. He just gave up. His company carried him on the payroll for two years, hoping for a cure. His negative attitude made a solution impossible, so they finally had to fire him. He'd been dead three days when he was found in his apartment. Contrast his solution to Diane's. The real difference: attitude control.

Little Things

Jamie Sanderson came to Peterson Semi-Conductor with outstanding credentials. She had a doctorate from a West Coast university and more than 20 years of semi-conductor research experience. Peterson Semi-Conductor hired her as a research supervisor. They expected her to be the potential successor to the department manager. Jamie never made it. Her attitude prevented her from adapting to her new environment. She let little things bother her.

She was given a private cubical. She resented the fact that she only had

bical. She wanted a private office. She was given complicated duties. She didn't complete them because she rejected suggestions made by her superior. She argued, "We didn't do it this way at my last employer." She criticized management decisions to subordinates. When she was with her boss she criticized the work of her subordinates. Because of her constant criticism she became a disruptive influence. This negative attitude overshadowed her functional value to the department. She was relieved of her supervisory responsibilities. When that failed to bring an adjustment in her attitude, she was discharged. She still refuses to recognize any failure on her part. Instead, she spends all her time looking for reasons to blame others for what happened to her.

In many job situations, proper attitude is at least as important as technical ability. There is little doubt that, with a cooperative attitude, Jamie's career could have prospered. Her failure was the direct result of negative

Your attitude toward adversity is the key to achieving your goals.

responses to changes required of her by a new work environment.

Do you have a form of insecurity that causes you to resist any kind of change? Do you feel threatened by change and regard people who promote it as personal enemies? Control these feelings. Generate an attitude that welcomes change. An open mind will shape your responses and increase your chances of success.

Debbie Jones was an insecure person. Because of that insecure feeling she worked very hard. As a result, she was regarded as a promising accountant. Debbie had been a steady, dependable employee for more than five years when business suddenly fell off. Management announced an anticipated layoff, without naming names. Debbie's job was secure, but she refused to believe it. No amount of assurance satisfied her. She kept asking, "When am I going to be laid off?"

After two weeks she was frantic. She scurried from one duty to another. Debbie became so worried and fearful that her productivity nosedived. Her insecurity and negative thinking completely killed her job effectiveness. As a result she was laid off. Through the entire process the only real threat to

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her existed in her own mind.

Self-Expectancy

You may have noticed, in your relationships with others, that most people respond pretty much according to what you expect from them. This is called "self-fulfilling prophecy." It says that a person's level of performance is largely determined by the person's understanding of what is expected from him or her.

This kind of correlation is even more true when that person is yourself. Many of us fail simply because we expect failure. Our subconscious self-image is one of a loser, so our actions automatically set up loss situations to help us satisfy our self-image. Turn that around. Expect a lot from yourself.

A pessimist has been defined as a person who, when opportunity knocks, complains about the noise. To capitalize on opportunity, you must use all your capabilities. A job doesn't have to be monotonous. You don't have to settle for whatever happens to come along. Find out what you are, decide what you want to become and develop an attitude to achieve it.

George Washington Carver, the scientist who achieved wonders with

the lowly peanut, used to tell this story: "When I was young I prayed 'God, tell me the mystery of the universe.' But God answered, 'That knowledge is reserved for Me alone.' I replied, 'God, will you tell me the mystery of the peanut?' God answered, 'Well, George, that's more nearly your size!' and he told me."

What kinds of things do you enjoy? What are you good at doing? Do they frequently happen on your job? If they don't, get busy and define a job that fits your talents and interests. Help your mind develop the positive attitude you need to get what you want.

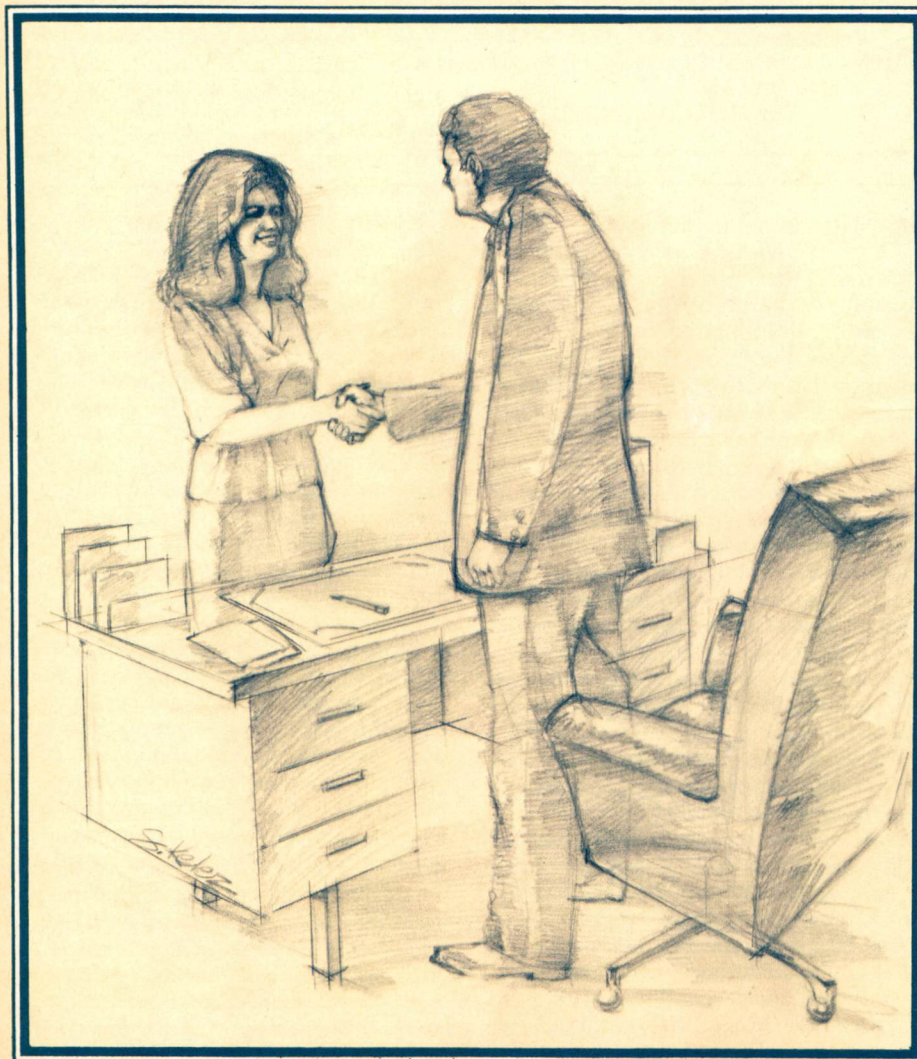
Proper attitude will help overcome the toughest problems you will face. Discipline your mind. Plant positive thoughts, take positive actions, have a positive attitude, surround yourself with positive people, then harvest the positive results. Another week starts Monday. What can you lose by making it a positive step toward tomorrow?

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

Perfecting Your Job Hunt

by Robert B. Nelson

Your skill in job hunting can make or break your chances
of getting that next job.



Most people feel they know how to get a job; few actually do. Faithfully they study the Sunday want ads or consult with search firms who promise them the position they want. They nod their heads in discouraged agreement when they hear that the economy is tight and jobs are hard to find. They don't know it, but through their actions they exclude themselves from most opportunities. They become their own worst enemy in the job hunt, setting obstacles for themselves that no employer would ever dream of imposing.

Enlightened job hunters, on the other hand, start out with very different beliefs about their ability to find a job. Never doubting that they will get a job, they instead focus their energy on getting the right job for themselves. Their knowledge of the job market sets them apart from those less aware: They recognize that 1) there are two to four million positions open in the United States at any given time, and at least one million positions open in the worst of times; 2) eighty percent of all jobs are unadvertised; and 3) want ads and search firms are used as a last resort for most employers.

The person who knows how to find a job knows that the average American worker 1) will change jobs every three and one half years, 2) will change careers up to five times, and 3) has only a 20 percent chance of enjoying work. This information gives the modern job hunter a new foundation from which to start.

The enlightened job hunter takes this information and builds a very different job campaign which not only results in a job, but also allows for the job hunter to maintain confidence and self-esteem in the job hunting process. The enlightened job hunter is resolved not merely to find a single job, but to learn job-hunting skills that will be needed for the rest of his or her life. These are skills that will be used over and over again. Whether you are a seasoned job hunter or are looking for your first position, the following proven five-step method provides the essentials of what you need to know and do to get the job you want.

The first step in the effective job hunt seems simple, but can be quite

difficult. It is to ask yourself what you want to do. Ask yourself, because no one else can tell you what you need to be happy or successful. The more clearly you define your objective, the better your chances will be of obtaining it. Answering the following questions will help to guide you: Given no restrictions, what would your ideal job be? What do you visualize yourself doing in five or 10 years? How would you like to spend your time each day? What would your working environment be like? With whom would you prefer to work? In what capacity? What activities (paid or unpaid) have you most enjoyed? Which activities do you do best? What specifically do you like about the activities you most enjoy? What are your criteria for selecting a job with which you will be happy? What factors are essential to your acceptance of a position, and which are preferred but not essential?

If you work through these questions and convince yourself of the validity of your answers, you will have an easier time in convincing a potential employer, so do not skip this important step!

Discriminating Resume

The second step is the development of a resume, a traditional document which describes your abilities and past experiences. How you present yourself in a resume can be vital. You have to be concise and selective. Concise, because the average resume receives only five to seven seconds of viewing, and you won't get a second chance to make a first impression. Selective, because you can't explain everything you've ever done or list all of your abilities. That much information would be too much for a potential employer to process. You must be discriminating in choosing the items that most relate to the position for which you are applying. A selective approach helps to hold the employer's attention and leaves him or her with a few unanswered questions. It serves to motivate the employer to want to see more of you and hence invite you for an interview. Obtaining an interview is the sole purpose of the resume...no one is ever hired strictly based on how they look on paper.

The standard resume, which is one

to two pages in length, can be creative but must at the same time contain some basics: 1) an objective (derived from step one above), 2) a summary of your experience, 3) a record of your education, and 4) other related activities.

The objective section of your resume is one or two sentences that state, as precisely as possible, what you want to do. It gives anyone reading your resume a general framework of your direction and interests. To avoid being too general or too specific — which may at times exclude you from positions — do both. Indicate the major

The key to getting the job you want is to pursue 20 to 30 leads simultaneously.

field you are considering or general job category, then list your specific job title preferences. For example: "A mid-level position in product management such as New Product Development Manager or Area Sales Manager."

Your experience is probably the most important information on the resume for the potential employer. This category states what you are doing now (listed first) and what jobs you have held in the past. List the three or four most relevant positions. Choose which are most relevant by the following criteria: 1) how similar the position or specific responsibilities are to the position being sought (Always emphasize similarities between your past and the potential job), 2) how long you spent in that position, and 3) how recent the experience was.

Your job responsibilities should be described from as many business angles as possible. What did you achieve? How much responsibility did you have? Did you supervise anyone? Did you have any budget responsibility? Were you promoted? Did you work independently or as a team member? Did you take projects from start to finish, or were you responsible for a specific part of a process? Did

you work with customers? Did you sell any products or services? What innovations, improved productivity or cost improvements did you bring to your previous positions? These are the type of questions that provide useful information to potential employers. Numbers, percentages and time periods quantify and qualify your past, and should be used whenever possible. Professional organizations, committees, volunteer activities and special projects which relate to the position you are seeking should all be included in the "Other Related Activities" section of your resume.

Modern resumes do not include pictures or extensive personal information, and they mention very little unrelated experience. References are becoming less frequently used now because of legal restrictions, so they should not be specifically listed.

A cover letter will often need to accompany your resume. It should always be sent to a person (not a department or function) with whom you have already spoken. The personal contact increases your chances of getting special attention throughout the job hunting process. The cover letter must be clear and direct, starting with an attention-getter, mentioning highlights of your resume and ending with an indication of what action YOU will next take. Do not ask the employer to call you. If you are creating work for them before you are hired, even if only a phone call, how much work can they expect you to create once you are hired? As an employee, your job should be to help make their job easier.

A Critical Factor

The third step is the most important one in the job hunt. Mistakes made during this step are responsible for more failures than any other mistake made in job hunting. This step is the job search. The key to success in this step is in how you start.

The typical approach most people pursue is following one or two job leads they obtained from a secondary source such as a friend or a newspaper ad. These leads perhaps turn into an interview or two, but, more likely, they lead to rejections. A rejection after you have raised your hopes and expectations can easily be taken too

Laugh Lines

A Toastmaster was driving home one night with his wife from a banquet at which he had spoken.

"I thought the man who introduced me tonight was most complimentary," he said to her. "Especially the part where he said I was outstanding in my field."

"Maybe yes, maybe no," his wife replied.

"What do you mean?" he asked.

"Maybe it was a compliment or maybe he meant you were like the farmer who was too stupid to come in out of the rain."

A man was complaining to a friend about his inability to sleep.

"What do you take when you can't sleep?" he asked his friend.

"I always drink a glass of wine or a martini at regular intervals," his friend said.

"Does that make you sleep?"

"No, but it makes me satisfied to stay awake."

A politician and his wife were having dinner at a fashionable restaurant. Since he was well known, a great many people stopped at their table to speak to him. Each time, the politician would tell his friends about his recent fishing trip.

After a while his wife whispered to him, "I think it's nice that so many people stop to speak to you. And I see nothing wrong with you telling them about your fishing trip. But each time you tell about the fish you caught, you change the size and the number of the fish. Why in the world do you do that?"

"Well," the politician said to his wife, "I know all of those people. They are voters, and I want them to trust me and to take me at my word. So I make it a practice never to tell them more than I think they will believe."

"What?" the woman shopper said to the manager of the meat department. "Do you mean to tell me your turkeys are 69 cents a pound? They are on sale at the other supermarket for only 52 cents a pound."

The manager, a bit irked, said, "If you can buy turkeys so cheap over there, why don't you do it?"

"Because they are out of turkeys this morning, that's why," she replied.

"Oh, I can do better than that," the manager said. "Come back some day when I'm out of turkeys and I'll price them at only 39 cents a pound."

If you keep your ears open around the town hall, you can hear a lot of wisdom being dished up: "A wife will give her husband sport shirts, slacks, and loafers, then call him lazy when he acts the part he's dressed for...Poverty is a state of mind sometimes induced by the neighbor's new car...If you are not afraid to face the music, some day you might be leading the band...There are three ways to get something done: do it yourself, hire somebody to do it, or forbid your kids to do it...A budget helps you pay as you go if you don't go anywhere."

An irate man came screaming out of his home which faced the golf course.

"Hey, there!" he yelled to a man out on the course. "Look what you did. You hooked your drive and the ball broke my big picture window. What are you going to do about it?"

The golfer looked at him earnestly and said, "I think I'll try a more relaxed grip and maybe hold my elbow a little closer."

"My goodness," a fellow said to his friend. "What happened to your face?"

"Well," his friend said, "you've been hearing all this stuff about how you should talk to your plants. I decided to try it. Yesterday I had a long and intimate conversation with that honeysuckle vine growing up the oak tree in my backyard. When we were saying goodbye to each other it said to me, 'Oh, by the way, I'm not a honeysuckle. I'm poison ivy.'"

These jokes were compiled especially for The Toastmaster by Win Pendleton. A frequent contributor to the magazine, Mr. Pendleton is also the author of several books on humor, including 505 Jokes You Can Tell and 2121 Funny Stories and How To Tell Them. His book How To Win Audiences With Humor can be ordered from Toastmasters' supply catalog.

personally. After two or three rejections the job hunter typically becomes depressed. After five or six rejections, the person doesn't even want to *think* about looking for a job, let alone actually continue to search. Suddenly, the existing job seems much more attractive than previously thought, and the job hunter clings to it.

The alternate approach takes more effort initially, but is the key to getting the job you want. It involves pursuing not one or two leads, but 20 to 50 leads, simultaneously. With this approach you develop your own network of job contacts from firsthand, primary sources.

Although most individuals you know will not be able to hire you, they will probably each know of two or three people who might have a position for you. This process has several distinct advantages over the typical approach. The main advantage is that you will not only get a job, but you will probably get to choose between job offers. Additionally, you will keep busy while you are waiting to hear from different companies, and you will come to accept rejection as the employer's loss, not yours ("I didn't have time to interview with that company anyway.")

Networking also helps you learn more about the profession you want to be in because it entails talking to those already in it. It's an ideal chance to learn about problems, benefits and the future of the profession without yet risking a position in it. After speaking with enough people you will soon start to sound as if you are in the profession because you will have become familiar with it and will have picked up the jargon of the trade. As if by magic, you suddenly become one of them — a professional in your chosen profession.

If you have been in the profession for a while and are looking for new opportunities at a higher level, contact senior professionals in your field; they may be people you briefly met at a conference or through a professional association. Ask them if they would be willing to meet to discuss your career. Most people would be flattered to be asked advice about your future and would be likely to remember you the next time an opening occurs. Ask these people for additional names you should contact about your professional interests. Building your network is the name of the game!

Matching Up

Playing the numbers game and networking will "net" you numerous formal and informal interviews. Interviewing is the fourth step in the successful job hunt. In the interview, prospective employers match the image they have of you on paper against how you come across in per-

on. During the interview, the employer will not only be noting your qualifications and past experience, but will be looking closely at your personal qualifications and how you handle yourself in person. These past and present indicators will be the best clues of your future success on the job.

Technical qualifications aside, the face-to-face communication during the interview is probably the best way for the employer to determine how you will fit into the position. The interviewer knows the people in the work group and will try to determine if you will interact with the group favorably. This personality mix can be essential to having an effective team.

Minor details such as a firm handshake and direct eye contact can help demonstrate the message of confidence you have in yourself and in your ability to do the job. The way you speak is another reflection of your personality and the amount of confidence you have. Speak up and show an interest in the questions being asked. Giving positive, direct answers will help

A thank-you letter shows initiative. It can determine whether you get the job.

communicate that you are the right person for the position. The interview also gives you a chance to demonstrate many of the skills that you should claim to have. For example, show your communication skills by effectively communicating, indicate that you are a good listener by actively listening and "playing back" what you hear, show you have initiative by taking initiative throughout your conversation.

The best way to counteract having the interviewer control the discussion is to ask questions of him or her. After you have answered a question, ask one. Make it open-ended so it can't be answered with a simple yes or no. This technique will also make the interview seem more like a natural conversation and will serve to relax you both. Ask the interviewer about *your* criteria for selection of the position. Give the impression that you are also discriminating. The interview does not have to be a one-way street; you will look better and get the information you need if it is not.

Another technique that the interviewer might use is to "funnel" questions from the general to the specific. This is a way to get you, the interviewee, to describe a situation as if it

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were actually happening to you, thus allowing the interviewer to see how you think and how you would react. For example, consider this series of questions: Did you deal with customers on your last job? Did you ever deal with a negative customer? How did you handle that person? What if he or she did not respond to your approach? And if that did not work?

The belief is that you would probably handle a similar situation in a like fashion once you were hired. As you describe your actions and thoughts, be aware of what values you are also exposing to the interviewer. Try to show that you carefully consider numerous factors before acting in a situation. Chances are that you won't be asked any "trick" questions or be given a "pressure" interview.

To best prepare for an interview, write out a wide variety of questions you think you might be asked. These questions may come from gaps or ambiguities in your resume, your qualifications as they relate to the job, or your expectations for the position. Then write out an answer for each question, or role-play the interview with a friend.

The Letter

As you conclude the interview, find out when a decision will be made. Prior to that decision it is important for you to follow up the interview with a thank-you letter. Following up is the last step in the successful job hunt. It is your way of letting employers know you are still interested in the job as well as showing them you have the initiative to come to closure with activities in which you are involved. In fact, thank-you letters have been found to be one of the strongest correlations between those looking for positions and those who get offers.

The thank-you letter, like the cover letter and the resume, has to be written in a professional tone. Avoid trite, stagnant openings and closings such as "Hoping to hear from you soon." Also,

don't mask your feelings if they are positive, and you are excited about the potential job. Explain why you still want the position and why you believe you are a perfect fit for the company. If you can, expand on points made in the interview or give reasons for hiring you that didn't surface in the interview. Enclose, if available, an example of your work, such as a report. This sample will provide yet another indicator of your abilities.

The more appropriate indicators you can provide, the greater the chance of being accepted for the position. You might be asked back for a second and even a third interview to meet personnel at higher management levels or coworkers. Approach each interviewing session with renewed vigor and enthusiasm. With each interview you will be a step closer to the job you want.

Learn and follow these easy steps and you will never dread having to look for another job. You will gain a security in your ability that will be unshakable, regardless of what happens to you, the position, the company or the economy. Your efforts will help you know what you are doing and help you to stand out for that reason. Your positive responses will increase dramatically and it will be you who can say: "Thanks for the offer, let me think about it and I'll get back to you..."



Robert B. Nelson is a management consultant in communication skills and author of The Job Hunt: The Biggest Job You'll Ever Have. He is a member of Metropolitan Toastmasters Club

1696-6 in St. Paul, Minnesota, and the Downtown Minneapolis YMCA Toastmasters Club 3712-41, where he serves as educational vice president. His book is available from many bookstores or may be obtained directly by writing to: The Job Hunt, P.O. Box 30082, St. Paul, MN 55175.

Promoting Toastmasters Through Contact Teams

by Dick Puffer

Newspaper articles are good. Announcements on radio and television help. But to effectively get your Toastmasters club known throughout the community — and stimulate members' educational progress at the same time — nothing can beat the face-to-face communication of a well-organized contact team.

A contact team is a group of Toastmasters who, through demonstration meetings to outside organizations, expose the club to the community. The resulting awareness of our organization builds goodwill and attracts new members to the club. But a contact team has another function for the club: It provides members opportunities to speak to nonmember audiences, a bonus for those working on ATMs or just trying to accelerate their progress through the manuals.

When establishing a contact team, these members should be kept in mind. The main requirement for a team member is a willingness to participate. Despite the fact that we belong to Toastmasters to overcome a reluctance to address audiences, the first request for volunteers for the team may find many members saying no. Those with firm goals are more likely to overcome the initial reluctance and commit themselves to the team.

A second requirement for team members is a commitment to do the best possible job. Contact team members are communicators on display, and they should give the audience the best they have to offer. This doesn't mean that team members always have to be your club's best speakers or evaluators; it just means that those performing these roles be prepared to do their best when facing the audience.

Establishing the Team

Your club can form a team with a minimum investment of time and personnel. As few as four Toastmasters can make a highly effective 20- to 30-minute presentation: One member, the coordinator, gives an overall view of the club and the organization, the second han-

dles table topics and the third gives the keynote speech. The fourth person serves as evaluator.

Let's look at each member's role in the demonstration meeting:

- **The coordinator.** The coordinator serves as toastmaster for the meeting. He or she begins the contact team's program by emphasizing the importance of effective communication. He mentions the research showing public speaking as the greatest fear of most people and offers illustrations highlighting the need for good communication skills. Then he or she gives a quick history of the local club, profiling some of the members and explaining Toastmasters International's role in developing the programs that help members in their self-development efforts.

Next, the coordinator offers a short description of a typical club meeting, then begins the demonstration meeting.

- **Table topics leader.** Table topics is often the most popular part of club meetings, and it is often the most popular part of the contact program. Why? Because many people either dread or enjoy this type of communication confrontation. Both of these emotions lend themselves to a receptive audience.

The team member responsible for table topics should capitalize on this in his brief explanation of table topics, stressing that extemporaneous speaking is probably the most common type of public speaking encountered. For fun, and to involve the audience in the program, he or she may even ask a member of the host group to come up with a topic on which he then speaks.

- **The speaker.** The speaker is a crucial part of the contact team's presentation. He or she is often the key to building the club's reputation. If the speaker is prepared and gives a well-executed, interesting talk, the club will draw new members. (Tip: One way to make sure the speech is great is to recycle a contest-winning speech or a speech that has won general acclaim at a club meeting.)

Before the speaker begins, the coor-

dinator briefly explains about the speech manuals, passing one around so the host group can examine it themselves and see the different objectives the speaker must meet. Then he or she gives a carefully prepared introduction to the speaker.

Brief Critique

- **The evaluator.** After the speaker is finished, the fourth team member discusses his or her role as evaluator, emphasizing that evaluations are one of the main tools for self-improvement in the Toastmasters program. He or she then gives a brief critique of the speaker.

To conclude the program, the coordinator discusses club membership and special club programs like Speechcraft and Youth Leadership, ending with a strong, positive statement about the self-improvement evident among the club's current members.

Once your contact team is organized and rehearsed, it's easy to get them out into the community. Fellow club members can often arrange to have the team speak before other groups to which they belong. School principals are usually receptive to a presentation during an in-service training day. Churches, bar associations, hospital staffs, garden clubs, chambers of commerce, realtors and many other groups frequently look for opportunities to acquaint their members with organizations that may be of help to them.

After several successful team presentations the word will get out and invitations will flow. Community goodwill and club membership will grow, and so will the members of your contact team!



Dick Puffer is public relations manager for Sonoco Products Company. He is past president of Hartsville Club 1598-58 in Hartsville, South Carolina, and has served as his club's coordinator on several contact teams.

WHOLE MIND POWER

A proven process for activating your mind's
creative reservoir.

by Robert W. Johnston

Experts in the United States government and private industry are contending that our society is showing signs of "going down the tubes" — that productivity, creativity, education, job satisfaction and health all show signs of serious problems and that our nation faces critical issues in human factors. Even though many do not realize it, the responsibility for solving these problems in organizations lies jointly with managers, employees and human resources development practitioners. It's going to take all of the mind power and self-management that we can produce to effectively solve these problems.

Among researchers in the field, it is well known that most of us use four to five percent of our mind power — Albert Einstein, it is estimated, used only about 10 percent. In other words, over 90 percent of our mind power lies there unused. Why is this? One reason is that the United States for most of its history has been engaged in externals like "winning the west," focusing primarily on technology and socioeconomics rather than personal development. With primary emphasis on

science and industry, our schools and universities have been oriented toward preparing people for jobs and for survival and achievement in an economic and technological environment that supported the schools. Very little encouragement has been given students in American schools to develop themselves except in narrow, linear, analytical kinds of skills. As a result, the kind of imagination needed for generating creative-innovative solutions to complex individual, organizational and societal problems has been largely squeezed out.

Another reason why we haven't used more of our mind power is that we haven't had enough knowledge about it.

It has taken hundreds of years to explore the realm of the mind, learn about its intricacies, its capabilities and its potential. Research continues, but now, at least, we have enough sound experimental data on which to base a process on how to use our large reservoirs of untapped potential.

Researchers, such as Dr. Barbara Brown at the Veterans Administration hospital in California and Dr. Elmer and Alyce Green with the Menninger Foundation, have validated the use and

benefits of mind power. No longer need we remain content with only the surface potential of our minds; we can safely and profitably explore and use the vast deeper hidden part of our individual "icebergs".

The last major reason the larger portion of our mind power remains untapped is that for many years we believed Sigmund Freud and other psychoanalysts who thought that we were victims of a character structure that was set in the past and which we could not change with anything short of deep, lengthy psychoanalysis. One needed to know the past, the origin of a problem, in order to surmount it. Today, we know psychoanalysis has largely failed, as well as most other behavior modification concepts, because they did not see the role of motivation. They were not able to perceive that it is the goal (call it a value, belief, premise, assumption or whatever) underlying the act that is acted upon, reinforced, strengthened when we act.

Other Methods

Whole mind power processes permit you to tap your own potential to achieve reasonable goals without assistance from another person. There are no gimmicks, nothing to purchase, no gurus to follow, no drugs, no special liturgies, rituals, or chants — it's something you can do for yourself to achieve your own goals. You, working alone, can develop and use this wonderful resource, your mind, to its fullest potential.

Whole mind power methods are unique from other methods, such as meditation, mind control, mind altering drugs, hypnosis, mystic rituals and other mind development techniques in that they provide each of us with the practical, safe means to go within ourselves to help improve ourselves without outside support. It isn't necessary to solicit outside sources when you have the best available tool as part of your own natural equipment for tapping this virtually unlimited reservoir of personal resources.

While other methods are limited, this whole mind power approach provides you with a life-long tool due to the fact that its reliance is on an energy that is a part of you for your whole lifetime. There is a plethora of books and articles that discuss the mind and its power, but they are remiss in that they do not show you how to elicit and direct its creative, practical energy. To help yourself, I suggest that you consider this article as a working self-management tool for

the reason that it provides you with a step-by-step process for self-activation of your mind's whole creative reservoir.

Whole mind power concepts are based on the assumption that all mind energy is good, that is, healthy. It is only the bad, faulty, uncreative, unhealthy images that we ourselves create that force mind energy into self-defeating modes of behavior.

Another basic assumption is that our mind power is fundamentally of three kinds: One, an active, moving, thrusting, entering energy; two, a passive, receiving, nurturing, ejecting energy; three, a neutral, peaceful, centered kind of energy which is supportive of both the active and passive mind power modes. Whole mind power consists of all three types: active, neutral and passive.

Put to use, this process will show

Most of us use only four to five percent of our mind power.

you the enormous power you have and have always had even though you may not have been aware of it — power over yourself, your inner states, your health, your values, your outlook, your goals, but *not* power over other people, however. Five steps make up the fundamental whole mind power method. Those steps as outlined here may be used for both planning and solving particular problems:

Step One: Whole mind power methods work best in a relaxing environment free from visitors, ringing telephones and other distracting influences. So the first step is to find or create a disturbance-free place and relax, either sitting or lying down. It is usually best to close your eyes.

Step Two: Allow your mind to drift into a centered state of consciousness. This centering of consciousness or awareness is different from your regular everyday consciousness in that you focus on a limited set of stimuli distinct from the variety of sounds, smells and sights of everyday life. To arrive at this centered state of consciousness, remember that the key to your success in realizing your whole mind power is to relax and let your mind naturally focus or center itself. If you try to focus it, you will spoil it. Trying to concentrate, forcing a focus, or impatience will prevent you from

realizing whole mind consciousness and the result will be actualization of only five percent to 10 percent of your mind. In a relaxed state, allow your mind to naturally focus itself and you will realize the other 90 percent to 95 percent of your mind power.

Step Three: Direct your attention toward the goal or problem that you want to achieve or solve. Visualize in as clear detail as you can the qualitative and quantitative result that you would like to achieve. (For most effective results, prior to step one, prepare a script such as the one described in the "sample script" section of this paper. Either put the script on tape or commit it to memory for use in this step).

Step Four: Now that you have clearly visualized your goal in terms of the results you want, plan the steps you will need to bring about those results.

Step Five: Once you have clearly described the steps needed to achieve your goal it will be necessary to schedule the use of this five-step method at repeated intervals. The number of times you repeat it will depend on the results you want, the situation you want to change and the difficulty-level of the problem. Just as a musician or an athlete keeps his or her skills toned up by repetitive practice, so does the practice of whole mind power methods work to keep your skills in using your whole mind in shape.

A Sample Script

The only tool necessary for increasing your managerial effectiveness through whole mind power methods is a script. That is your guide to focusing your consciousness, in step two, and to step three which involves directing your thought to the desired goal, problem solution, or situation you want to change. The script can be recorded on cassette tape or memorized. Because it is you who knows your situation, your goal, your problem best, your own self-prepared script undoubtedly will be the best for you. You and your whole mind power energy are the vital factors in resolving a particular problem or achieving a particular goal in the way you want it done. An outside "expert" is not needed, for you are your best expert regarding your personal affairs. The most an outside consultant could do is offer additional options for you to consider, but the decision, the choice, is up to you.

An analysis of the research literature and my own experience suggests that whole mind power techniques, in most situations, require that scripts be used preferably each morning for 10

ays, then every other day for 10 days, once during the following weeks and, finally, as needed to maintain and reinforce the results you want.

Following is a sample script which can be used for increasing your success as a manager. Inspired by the work of Dr. Donald Wilson, it has been carefully prepared to include all the principles described earlier. You may, however, want to revise the script to meet your own needs or, better yet, prepare your own. This one, however, may be recorded on tape or used directly from this article so that you can begin immediately to motivate yourself for greater productivity and/or to improve or create some beneficial change in your managerial life. Following is an example of such a script:

- I picture myself in an auditorium filled with successful managers from my company.
- I am about to walk onto the platform to receive an award for being the most successful manager of the year.
- As I wait backstage, I think back upon some of the values and attitudes I have developed and the actions I have taken to arrive at this moment of success.

- A great sense of achievement comes over me as I think of how I have replaced my negative thoughts with realistically positive, trustful, optimistic ones.

- I attribute much of my success to my basic, profound change in values, self-image, practice of centering, and attitude, and I think about what has helped me motivate myself.

- I remember that I began by visualizing myself as succeeding rather than failing, and that stimulated me to seek for, and find, the winning path.

- I remember, also, that when I abandoned my fear of failure, I developed a tremendous feeling of self-confidence and began to direct myself in a more dynamic manner, in all phases of the management process — objectives clarification, planning, making plans happen, problem-solving, progress review, coaching and counseling subordinates. I remember how my workteam and I began to effectively pull together because I was listening actively to them and their objectives, problems and ideas as well as sharing mine with them.

- The cumulative effect of my affirmative thoughts and actions has paid off, and I have reached a mountain peak in my life as I prepare to walk into the limelight on stage.

- I hear my name being called and the audience applauding as I step for-

ward to receive a fine plaque bearing my name and a tribute to my achievements.

- The master of ceremonies emphasizes how I have meritoriously won the award and I sense his genuine admiration. I look at the audience and feel their warmth, encouragement and respect as they look back at me.

- I experience a feeling similar to the exhilaration and satisfaction resulting from a victory in a difficult competition.

- I smile as I thank the master of ceremonies for the award and I vow to myself that I will continue to develop creative and more positive attitudes toward whatever managerial goals, plans and problems I generate in the future.

- I also remember how at certain

You're the expert on your personal affairs. A consultant just offers more options.

points in my use of the management process things got difficult — especially when I first began using the process as a discipline of managing — but as I persisted, I realized that accomplishment of worthwhile goals requires a continuous positive direction of my mind.

- I decide to use whole mind power methods consistently whenever I want to apply myself to the clarification and accomplishment of managerial objectives.

- Now the master of ceremonies is handing me the handsome plaque — I feel its heavy wooden quality and see the engraved golden words of congratulations. I have a deep sense of satisfaction.

- I hear the applause of my fellow managers, and I am overwhelmed with a feeling of joy.

- My heart beats excitedly, but I remain poised, calm and sure of myself.

- As I thank the audience and the master of ceremonies for the award, I become even more convinced that my change to positive values and mental attitudes helped me attain this award.

- I remember how I started using the phrase "I can do it" instead of "I can't" and how almost at once I began to accomplish more than I ever had before.

- My fears and doubts have been cast aside and I no longer am apprehensive about the unknown. I can now trust myself.

- I realize that fear is a disease which I decided to cast out of my life because it is a barrier to me in reaching my chosen managerial objectives. I have learned perfect self-trust casts out all fear.

- I walk confidently off the platform listening to the ovation of the crowd of managers, reaffirming my intention to succeed in whatever managerial enterprise I undertake.

- The realization that each success leads to another success motivates me to cast out of my managerial life all negative and self-defeating thoughts and actions.

- The feeling of genuine success makes me feel better than I have ever felt.

Other Applications

Once you have successfully used this whole mind power method you will probably want to apply it to other areas of your daily life. Applications are virtually unlimited and you will never run out of mind power to energize them. Below is a partial listing of areas in which your whole mind power may be put to practical use.

- Improving memory of specific events.
- Increasing creativity.
- Increasing intuitive abilities.
- Increasing analytic abilities.
- Increasing ability to manage stress.
- Increasing and improving perception.
- Improving management of your emotions.
- Improving interpersonal skills.
- Enhancing pleasant feelings.
- Managing insomnia.
- Controlling headaches.
- Enhancing artistic abilities.
- Learning anything new more readily — languages, mathematics, a musical instrument, a new sport, etc.
- Improving performance as an actor.
- Managing pain.
- Slowing the aging process.
- Controlling disease.
- Developing your full potential.
- Enhancing religious experiences.
- Stopping the common cold.
- Enhancing your general health, etcetera. ♣

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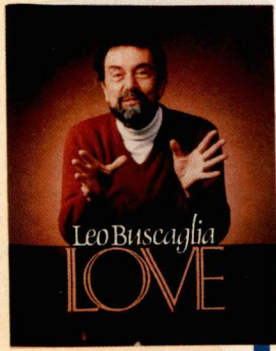
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When Your Audience Is Small

by Virginia V. Kidd

Giving a talk before seven people can be even more demanding than addressing an audience of 700.

Did you breathe a sigh of relief when you were told there would only be nine or 10 people at the meeting you were asked to address? Maybe the time you spoke to an audience of 85 flashed through your mind, and you remembered the cold sweat on your palms as you walked toward the podium. Could be you smiled at the thought of a small gathering.

Take care! Don't underestimate the importance of being prepared for a small audience. Giving a talk for a few people can be every bit as demanding as lecturing an auditorium full of people. But such speaking can also be more lively, more involving, and — more fun!

Speaking to a small gathering is not that uncommon. Docents at the Oakland Museum, for example, regularly give tours explaining the historical artifacts, the art and the natural history exhibits. The groups they take on tour consist of six or seven people, and the tours can last as long as an hour!

Business managers frequently address a small meeting of decision makers. University seminars of 15 or 20 students often interrogate guest lecturers. That the audience is small does not minimize in any way its importance. The Wednesday morning Presbyterian Ladies Club may have only 10 members, but they may care very much about what you have to say.

Different Delivery

You don't have to plan a different message because your audience is smaller, but you do have to plan a different delivery style. The situation is immediately more informal, for example. Audience members feel freer to interrupt, to ask questions, at times even to digress into a discussion of their own.

You may find it difficult to stick to

Establish formality. If you are at eye level with the group, you'll get more discussion.

your outline, to control the conversation, or to bring in points or examples at the time you planned them.

It's wise to anticipate the special demands of a smaller audience, and to plan for them. As you prepare for and speak to the small group, try these suggestions:

- Establish the formality of the situation. This can be done before you ever begin speaking, by room arrangement, or as you speak, by your style. As speaker, you must make two very important decisions: where the audience will be, and where you will be. If you want a formal speaking situation, stand at a podium and ask that the chairs be set in rows facing you. If you want informal discussion, sit facing the group, either around a table or in chairs arranged in a circle. If you are at a level higher than the audience, you have formality. If you are behind a podium, you are apart from them. If you are eye level with the group, with no barriers between you, you will get more discussion.

If you are moving around or demonstrating something so you can't control seating, you can still control other nonverbal signs. Will you wear a uniform, a business suit, or casual sport clothes? Will you carry a clipboard and read from notes, or will you walk beside your audience, calling them by name? Will you keep a somber expression or will you smile and joke? These behaviors control the tone of a speech.

- Set the rules for the speaking

situation. Members of a large audience know the rules. When they come in, they can chat. When the speaker rises to the podium, they should become quiet. Throughout the speech, they should listen attentively. They may laugh at appropriate times or even (bless them!) applaud. At the end, if the speaker asks for questions, they may rise one at a time and speak loudly so all can hear.

The small situation is not nearly so clear. As speaker, you may allow questions at any time. Even if you don't announce this, people may ask them anyway. If you don't want interruptions, you have to specifically request that questions be held to the end. You may want discussion. If you do, say so. You can even ask questions yourself. The point is, the audience doesn't know for sure how to behave. You can decide what you want, and tell them.

- Watch for nonverbal feedback from the audience. When you have a smaller group, you have a greater opportunity to know how your speech is going across *as you deliver it*. Are the listeners leaning forward intently or memorizing the movements of their watches? Are they looking at you, nodding, taking notes? Or drawing interesting variations of Russian wolfhounds on their chair arms? Are they frowning, seeming to be confused? It's fine to ask a small group, as you might not a large one, "You seem puzzled. Shall I explain it another way?"

A Show of Hands

- It's good to get a small audience involved in your speech. They will listen better, become more absorbed in the subject matter. Unless you are absolutely committed to your outline, allow questions at any time. You can always remark that time is getting short and revert to the formal speech if you need to. Generally speaking, a

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even though it didn't occur to you in planning.

Talk show hosts are great at this. Johnny Carson recently interviewed the seven-year-old actress of the smash hit movie "E.T." He was obviously prepared to ask her how she liked working in movies, how she got her part, her reaction to Steven Spielberg, etc. In one pause, however, the budding star said abruptly, "Do you think you could talk as well without your two front teeth?" Carson was taken aback but countered with, "What do you mean?" She reached up and pulled out a dental plate, revealing her snagged teeth. "My mother would kill me if I lost this," she said, laying the plate on Carson's desk. A long (and hilarious) discussion of dentists followed.

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The kind of interreaction you get with a small audience can be the most exciting and stimulating speaking you ever do. The next time you get invited to address a group that "only has 10 members," say yes with a big smile. But let that smile be not because you think a small audience will be easier, but because you are as well-prepared for the small audience as the large one, and because you're looking forward to the fun! 🗣️



Virginia V. Kidd, Ph.D., is Associate Professor of Communication Studies at California State University, Sacramento.

questioning audience is a listening audience.

A simple technique for getting a group minimally involved is to ask for show of hands on something. "How many of you own Volkswagens? How many own trucks? Did you know you're prime targets for car thieves?" Be careful of your wording. "How many like chocolate?" demands a prompt, a response; "Do you like chocolate?" will at best generate a nod.

• Be flexible; plan *how* to be flexible. Once you allow audience participation, you can toss your careful organization in the trash. People ask questions based on what they know and how that ties in with what you have to say. The quiet redhead in the corner may ask a question that draws out information you had planned to present at the

Be flexible. Sometimes you can toss your careful organization in the trash.

end of your talk. You may decide, once interest is expressed, to answer immediately. The advantage to that is that you know the information is wanted. The disadvantage, of course, is that now you're out of your planned order.

If you anticipate that you might be drawn off the subject or out of order, you can plan for it. Write your essential points — the ones you absolutely must make — in colored ink. Write the supplementary material in another shade. Thus you can quickly scan your outline and make sure you've shared the vital items.

Put each point on a different card or sheet of paper, so you can juggle them around as the issues come up. And don't be embarrassed to kid about the change in plans. "I'm sorry, that's point six!" can bring a smile from your audience, especially if you pull out page six and discuss it.

Of course, if your issues each depend on the previous one, you can ask a questioner to wait for a bit till you get to that point. But be sure you do get to it, and when you do, call the questioner's attention to it.

• Finally, be open to issues you hadn't planned to mention if they tie in with your speech. If you keep your essential purpose in mind, you can decide if a side issue is, in fact, perhaps more important than the examples or data you had planned to present. Sometimes a comment from an audience member can suggest a line of approach you can follow through on,

Taking Advantage of the VIDEO CAMERA

by E. Berry

How your club's members can use videotape recording to improve their speechmaking.

He couldn't believe what he saw. But there he was, shoulders slumped, head cocked to one side, one hand in his pocket jingling his change, saying "um," "ah" and "you know." Joe H. was viewing a videotape recording of a speech he gave at a recent Toastmasters meeting.

No, Joe wasn't giving his "ice breaker" — far from it. He had finished the basic manual years ago. Satisfied with his outstanding progress, he dropped out of his club and with the confidence he'd acquired went forth to display his prowess as a speaker and business communicator. The trouble was, in the intervening years he never heard another truthful evaluation of his talks nor did he ever consider evaluating himself.

The president of the club said, "Joe was shocked and surprised at what he saw. But more than that, he was mortified. Before he left the meeting he arranged to join the club again as an active member so he could 'get his act together.'"

The club was Little Nippers Toastmasters 2749-38, started 23 years ago at RCA in Camden, New Jersey. Its members, like many others around the country, have the opportunity to evaluate their speaking abilities through the use of the video recording system donated by the company. As RCA Vice President Lawrence J. Schipper said, "In the last few years many speakers have discovered what football players have known for a long time — watching yourself perform is a great way to improve."

The disparity between how a speaker *thinks* he or she performs and the actual performance is reduced when it can be seen. On videotape the faults are dismally evident, and the good points show up brightly to be complimented and remembered. The personality differences which may prevent a speaker from accepting well-

meant oral criticism from his or her evaluator are no longer a factor.

The use of videotape — especially in speech training — has become just as important as the print media in the education process. Many Toastmasters clubs videotape their speakers, and many speech training firms now use videotape extensively in their programs, and these programs aren't cheap — one two-day speech training session often costs \$900 per person.

Terry Lee is vice president of marketing for one such training company, Decker Method-Effective Communications in San Francisco, California. He is a former president of Crownmaster Toastmasters Club 113-4 in San Francisco. Lee believes videotape is important in speech training.

Don't confuse videotape with home movies. There's no comparison.

"I think videotape is a natural extension for Toastmasters," said Lee. "In fact, one of the best meetings I ever attended was enlivened with a videotape feedback system that a member borrowed from his sales training department."

Getting Acquainted

Although the electronics industry tells us that one of every nine owners of color television sets also owns a videotape recorder, much mystery still surrounds these machines. Unless you own one or you've learned a good deal from television commercials or from a friend who owns one, it's not likely that your acquaintance with the numerous systems is very extensive.

The relatively inexpensive portable videocassette recorder (VCR) has made

television recording available to private individuals, industry and organizations which have had no access to video facilities. Many of today's systems are adaptable for use at a Toastmasters meeting. Large amounts of studio recording equipment are not necessary. The results obtained through easily available equipment are surprisingly professional. If no member owns a system, if the club budget or company sponsorship doesn't permit ownership, or a member can't borrow one, a system can be rented.

A complete VCR system is composed of a deck, (recorder) monitor, camera with a zoom lens, television tuner-timer for unattended recording and a power pack of batteries (if a television set is available, the monitor is not needed). If the camera operator is careful and steady, a tripod isn't necessary, and the tuner-timer is only needed for recording regular television programs. A basic system, which is probably all any club would need, is not portable, takes pictures, records them on a cassette, and plays them back over a monitor or a television set. It includes a camera, a stationary recorder and a monitor, if necessary. If a portable system is desirable, the recorder and power pack can be carried in a shoulder-slung case. The total weight is about 13 pounds. Cassette recordings can be transferred to another tape for use with another system. This general description applies to approximately 20 different systems on the American market.

Don't confuse videotape with home movies. People with 8mm home movie cameras may say, "Hey, we can use my movie outfit to do the same thing." Don't believe it. There's no comparison.

The difference in cost alone makes movies prohibitive. The best cassette tape on the market sells for \$18.95 and plays for six hours. An 8mm movie



film runs for a little more than two minutes and costs nine dollars. To run a film for six hours would cost almost three hundred dollars. And to get acceptable results would require special filters, extra lighting and about a week for processing. Video cameras require low light levels, and viewing is immediate. You see what you are recording while you're doing it in the viewfinder on the camera, the monitor or a television set. A microphone built into the camera just above the lens gives high quality recordings. If background noises are troublesome, a wireless microphone can be attached to the speaker.

Although videotape recording was conceived right after World War II, only in the last few years has it become big business. Today's hectic competition has produced video distributors, retail stores and video equipment consulting firms all over the country. Many of these firms are ready and willing to demonstrate and explain their product, without charge, to Toastmasters clubs, give instruc-

tions in its use and discuss how to choose the right equipment. Of course, a demonstration is a one-time event for each club or group of clubs, but advice and counseling usually continue until they culminate in a decision to buy, rent or pass. A reputable dealer who has no special connection with any one videotape system manufacturer will be willing to discuss strengths and weaknesses in each of the systems.

How your club uses the instructions and equipment depends on the ingenuity of the members. Basic things to keep in mind might be:

- Use the equipment to record every speaking session.
- Focus mostly on the speaker, but don't forget the audience. If the cameraman pans (a slow, sweeping movement of the camera) the audience, each recording will include all the members present.
- After the speech, tape the evaluator and the speaker during the critique. It keeps everybody honest.

- Before the meeting, record the meeting room and members in a casual setting. Do this without audio. Appropriate music or commentary can be dubbed in later.

- Use the pause control to stop the tape when you can to analyze or comment on any particular part of the speech or other sections of the tape.

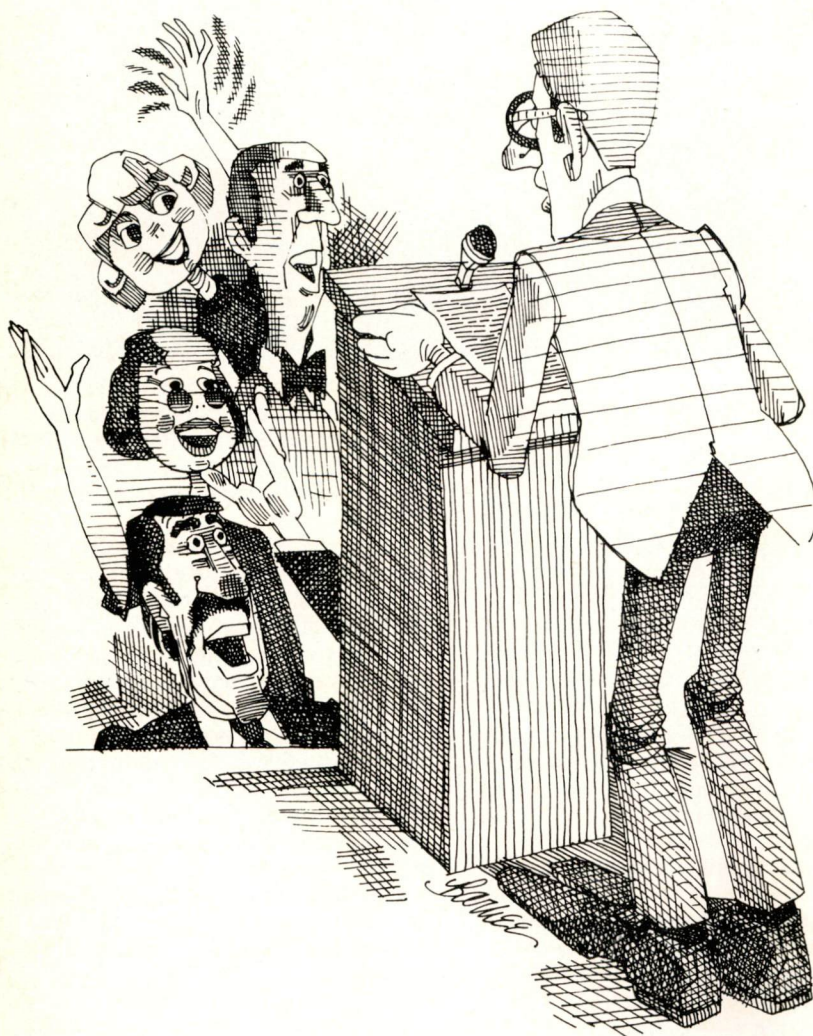
- Edit the recording by erasing poorly photographed sections of the tape or parts not needed for posterity.

Little Nippers Club President Fred Bowman reported that videotaping has been invaluable at the club's weekly meetings. Members whose interest and enthusiasm may have lagged have been rejuvenated. Each meeting offers new excitement and the thrill of new learning experiences. "Our members look forward to using it," he said. 🎤

E. Berry, a feature writer in Orange County, California, put aside working on his second "How To" book to write this article for The Toastmaster.

Questions, Anyone?

Today's audiences consider almost anything about a speaker fair territory for questions, so you've got to be prepared.



What questions has the same group asked other speakers? What stands has it taken on issues?

by Bill Hennefrund

After giving a short speech at an annual meeting of the DuPont Corporation several years ago, Irving Shapiro, the company's chairman at the time, invited questions from the floor.

He didn't have long to wait. One shareowner began peppering him with a series of hostile questions, ending up with the comment: "And I'll tell you, Mr. Shapiro, I think your salary is outrageous!"

Shapiro simply gazed steadily at her and kept smiling until she was finished talking. Then he thanked her and turned quickly to another questioner — blithely refusing to comment on any of the points she had raised.

Shapiro is an acknowledged master of a skill that is becoming essential these days — the skill of "fielding" questions. Increasingly, public speakers are being asked to answer a few questions from the audience after the main event is over. What's more, the questions — and the questioners — are becoming more hard-hitting. Today's audiences don't pull any punches and seem to consider that almost anything about a speaker — from his personal life to his ethics — is fair territory for questions.

Close To The Heart
Yet those who have acquired the

THE TOASTMASTER

skills of fielding questions have discovered that the question and answer period can be highly rewarding. They regard it as an opportunity to elaborate more fully on points that may be only briefly mentioned in the speech itself. And they view it as an opportunity to talk about matters closer to the audience's heart — not simply what the speaker or the program chair thinks people are interested in.

How should a speaker handle the many kinds of questions that come from the audience? Here's a question and answer session on handling questions.

• How can a speaker prepare for questions?

Many speakers — particularly business speakers — have set procedures for preparing for questions. J. S. Webb, vice chairman of TRW Corporation, for example, calls a group together to "list every question we can imagine will be asked." Group members discuss what would be the most effective answers. With this kind of preparation, says Webb, "I get a surprise every once in a while, but not very often."

Researching the audience also pays off. What has the same group asked previous speakers? And if the audience consists of members of an organization, what stands has the group taken on issues that might be raised?

Questions also tend to run in "trends." A few years ago, for example, business speakers could expect to get questions like: "Do you use company planes for private reasons?" "How big is your expense account?" "What are some of management's perquisites?" Such questions pertaining to rectitude replaced an earlier vogue of questions about bribes for business sales abroad and investment in countries with racial difficulties. So the suggestion is, consider the trend of questions pertaining to your own subject or field of interest.

For the speaker who can't rely on help in anticipating questions, it's worth holding your own brainstorming session. If the speech will deal with some issue-oriented questions, the speaker should be familiar with all sides of a particular issue. A Chicago public relations executive says: "If you get a question that is really a criticism of your point of view, and you understand those opposing arguments, you can deal with such a question in a convincing way."

Of all the ways to improve question-fielding skills, doing the homework is most essential. It's so important, in fact, that many speakers make it a rule to spend more time getting ready for questions than they spend on the speech itself.

• What about those hostile questions?

First, keep your cool. Becoming upset can lead to disaster. A very real danger is that if your speech is being covered by the press, a heated exchange is just the kind of episode reporters like to feature in their stories.

When Dupont's Shapiro simply ignored the antagonistic questions from a shareowner, he was practicing the art of "cool." Shapiro learned how to handle hostile questions many years ago when he served as a young lawyer in the Criminal Division of the Justice Department.

"Trial lawyers spend a lot of time trying to do or say something that gets under the other lawyers' skin — to make them do some fool thing they'll regret," he explains. "You learn a good rule that's handy for answering questions — stay calm when you're under attack."

It's also good technique to soften hostile questions. For example, suppose the questioner asks something like: "Why are you always ripping off

A friendly question can be a real hazard to a novice speaker.

the public with your price increases?" Your aim should be to get rid of that "ripping off" thought that is now in the audience's mind. Soften the question by commenting: "Okay — you've asked a question about our pricing policies. Let's look at the record..."

The same technique can be adapted for nearly every kind of hostile question.

Making the Put-down

• What if the questioner tries to give a speech of his own?

That's not unusual these days. And it can be a sticky problem for the speaker. Such a questioner will annoy nearly everyone in the audience — the tactic offends their sense of fair play — and the speaker may be tempted to use some stock put-down. (Sample: "It's not that I'm afraid you'll get the last word, sir — I'm just worried you'll never get to it!") That may get a laugh, but the speaker then projects an image of himself as a kind of night club performer, squelching a heckler.

A gentle put-down is better. The speaker waits until the long-winded question is completed, answers it abruptly — perhaps a simple "yes" or "no" — and then turns to the next question. Even better is the technique

of waiting until the audience grows restless. At that point, the speaker may break in with some remark along these lines: "You know, it's obvious that you and I don't see eye to eye on this. Let me research your question more thoroughly, and I'll get back to you." That's usually enough to satisfy the inquirer.

• What if a question comes from left field and I don't know the answer?

No law requires a speaker to have an answer for every conceivable question, so don't hesitate to confess ignorance — if necessary.

"Tell the questioner you don't have the information, but that you'll be happy to get it and send it in a letter," advises William T. Ylvisaker, chairman of Gould, Inc., a veteran of many question and answer sessions.

Novice speakers sometimes fall into the trap of trying to answer a question when they really don't have full information. That recently happened to a trade association speaker who was asked a question about wildlife management in Alaska — a subject he knew only in a general way. In giving his answer he talked confidently about the "increase in moose population." Unfortunately, his audience included several experts who knew that the increase was due primarily to a change in the method of counting. The questioner lost no time in pointing this out to the speaker.

• Isn't it a good idea to have someone prepared to ask a few friendly questions?

Most planted questions are too easy. A soft, friendly question can be a real hazard to a novice speaker, because he or she will be tempted to give a long, elaborate answer — perhaps a rewording of parts of the speech. That may offer some relief for the speaker who hopes to kill time with an easy one — but it makes for a dull question period.

A soft question — planted or not — should be given only a brief answer. "If you give a short answer," a veteran business speaker points out, "you can handle more questions — and a high volume of questions is the name of the game."

Get the Ball Rolling

• But what if there are no questions? That's embarrassing.

The chairman of the meeting (or master of ceremonies) should jump in with a question to start the ball rolling, but you can't count on that.

Some speakers get around the problem by asking a question themselves. For example: "Some of you may be wondering why I put so much emphasis on the importance of personnel training. I did so because..."

Another ploy is to warm up the audience for questions by asking a

question of the audience: "You know, I'd be interested in knowing how many of you have had problems with those younger employees I've been talking about. May we take a quick poll? How many have had a problem, say, within the past year?" Once people start raising their hands — becoming active participants in your question period — their own questions will be forthcoming.

Still another technique is to turn on a knowing smile and say: "I know from other occasions that the most important questions are asked *after* the question period is over. So I'll be glad to stick around for a while after the meeting and talk some more about these issues." More often than not, there will be questions after the formal question period is over.

• **What other techniques can I use to make the question period more effective?**

Consider your experiences as a listener, and you'll soon develop "dos and don'ts" in abundance. For example, audiences are annoyed if they can't hear someone's questions; it's even more annoying to hear an answer when you haven't understood the question.

It's annoying, too, to watch the speaker attend to bits of personal business while a question is being asked — taking a drink of water, consulting his notes, and mopping his forehead with a handkerchief. And many people feel left out when a speaker aims an answer directly at the person who asked it, rather than directing it at the entire audience.

If you give many speeches or just a few, it's worth spending some time in honing your skills at handling questions. Just how much it's worth was explained recently by a government administrator in Washington who gives as many as 30 to 40 speeches a year.

"I don't think I'll ever really be a good speaker," he confessed recently, "but I enjoy answering the questions because it's more like having a conversation with the audience. I'm rather good at that, I think. And the funny thing is, after a few questions and answers, the folks in the audience believe they've heard a good speech from a good speaker." 🗣️

Bill Hennefrund is a writer in Springfield, Virginia.

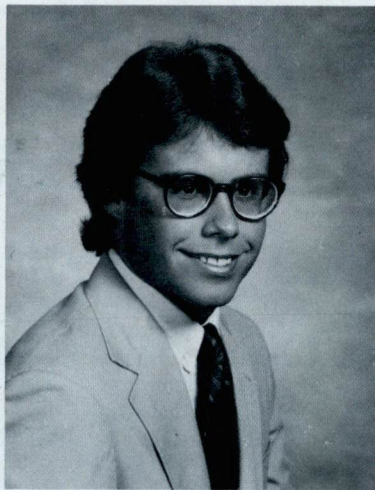
Toastmasters Welcomes Its 100,000th Member

On October 1, 1982, Toastmasters International achieved one of the greatest goals of its 58-year history. On that date our 100,000th member, Anthony T. Gallagher of Pittsburgh, Pennsylvania, joined our organization.

Gallagher joined Allegheny Center Club 640-13, a club for employees of the Pittsburgh office of Alcoa. He was sponsored by Kelly Robinson, a co-worker and the club's president. Gallagher and Robinson were presented with plaques at District 13's conference November 6. The club and the district also received ribbons.

Formerly a junior systems analyst in the Technical Services Group of Alcoa Management Information Services Department, 24-year-old Gallagher recently became a junior research and development analyst. Like many other members of our organization, his new position is what led him to join Toastmasters: He acts as a consultant and will be giving group presentations, something he only recently discovered he has difficulties with.

"I had spoken before groups a few times in college and had no problems," Gallagher says. "Then last August our technical services group made a presentation to other employees, and I had to give a little talk on what I do. Even though I had prepared for it and was well-organized, I was nervous. I had problems controlling my voice."



Gallagher realized he needed help if he was to be the smooth, polished speaker he needs to be in order to give the effective talks his position requires. When co-worker Kelly Robinson invited him to attend one of her Toastmasters club meetings, he agreed. That meeting happened to be the club's humorous speech contest, and Gallagher was amused, impressed and intrigued by what he saw. He came back to the club's next meeting to observe some more, and joined shortly afterward.

"I've heard great things about Toastmasters in the two-and-a-half years I've been with Alcoa," Gallagher says enthusiastically. "A lot of the people in this department say it has really helped them improve their speaking skills. I'm hoping that

speaking in the club atmosphere will give me the exposure I need to get over my nervousness."

He also is confident that Toastmasters training will be invaluable as he works toward achieving a management position in his field.

"You need good public speaking skills if you're going to hold a position of responsibility," he points out, adding that he's looking forward to the challenges Toastmasters presents and that he's eager to begin speaking before the club.

Gallagher is a 1980 graduate of St. Bonaventure University in New York. An outdoor enthusiast, he can be found hiking, skiing and backpacking when he's not hard at work at Alcoa.

In announcing the 100,000th member, Toastmasters' International President, William O. Miller, DTM, said: "This is one of the most thrilling achievements of our organization. It's thrilling because almost half of our 100,000 members joined within the past seven years, making our goal of 200,000 members by 1990 realistic. But it's especially thrilling that Anthony Gallagher is our 100,000th member because he is a good example of how men and women around the world are realizing the importance of good communication skills and that Toastmasters can help them learn these skills."

Welcome aboard, Anthony Gallagher!



Combining gestures with your words creates strong images
in your listeners' minds.

Gestures Can Make the Difference

by Maurice Lubetkin

**A sharply placed
gesture will aid in
developing the
validity of your words.**

We've all seen the novice speaker who, while concentrating on the words he's researched and prepared, has ignored one facet of effective speaking that should be under consideration at all times. This is the area of hand gestures and body movements which could, if properly used, lend poetry, drama and emphasis to an otherwise dull topic.

It is not enough to stand tall before a group with only a minor flick of the hand to prove that life exists within you. A speaker, like any actor or politician, must learn to use gestures and movements as transitory devices, designed to aid in the movement of the audience from point to point in a smooth and easy fashion. An understanding of how to use gestures and when to apply movement would be a tremendous asset to any speaker, and a sincere effort should be made to learn and utilize these techniques.

Perhaps the best place to start would be to examine the reasons for using gestures.

Seeing and Remembering

Think about it for just a minute. Of all the speakers you've listened to, which one was the most effective, and

why? Wasn't it because the speaker used certain gestures which lent vitality and emphasis to the presentation? You may have forgotten some of the words, but the image created by *words and gestures* probably will remain in your mind for some time to come. Some studies have shown a definite correlation between seeing and remembering as being more effective than just listening. It is easier to form a visual image from watching than it is to try to bring back all of the words spoken during a presentation. Consider, if you will, the following ideas as the basic reasons for using gestures:

1. To gain and maintain interest

2. To emphasize a point
3. To demonstrate shape and illustrate size.

Let's take each one of these in turn and explore the possibilities.

Gaining the attention and interest of a listening group can be a definitive result of the words, language and nuances you utilize in your talk. But there does come a time when words alone will not suffice. It is at this point in your presentation that the judicious use of one or more movements of the hands will provide a "new" look for your talk.

There is an old axiom that clearly states, "Movement attracts attention."

The truth of this can be readily seen by taking a walk along any city street and observing what happens when you come abreast of a store that has, in its show window, a device that creates movement of some sort. It may be an ad for cameras or food; it makes no difference. If there is movement, your eyes will be drawn to the window, even if only momentarily. If this idea works in a store window, on some disinterested spectator, it will certainly work in your presentation. Try to break away from the "fig leaf" position and become more lively and interesting by using the occasional gesture at the appropriate time.

Helping Your Body Speak

*A twinkling eye
A threatening fist
A poignant sigh
Gestures all
However slight
Are stabs at darkness
And rays of light.*

This poem by Suzy Sutton, the Philadelphia-based speaker popularly known as "The Funny Feminist," illustrates the importance of gestures and other nonverbal elements in public speaking.

When you deliver a speech, your listeners don't just judge your words, they judge *you* — your knowledge about your subject, your attitude toward your verbal message, your earnestness about delivering it to them and, above all, your sincerity. Research has shown that an audience bases its judgment of a speaker more on what it sees than upon what it hears. The visual messages you transmit when you speak — through your gestures, body movement, facial expressions, eye contact and physical appearance — clearly have the ability to make or break your speech.

You can't prevent sending visual messages to an audience, but you can learn to understand and control them. To help you do this Toastmasters International has created a brand-new manual entitled *Gestures: Your Body Speaks*. It's unique: the first publication ever

produced that focuses on nonverbal communication in public speaking.

The manual begins with an explanation and a vivid example of how a speaker's visual messages influence an audience and its perception of his or her presentation, then demonstrates the many benefits of joining your body with your voice to convey a single message. Next, the manual provides you with five vital keys to help you make your body speak more effectively.

Posture, body movements, gestures, facial expression and eye contact — these are the critical elements of nonverbal excellence in public speaking. Each is treated in a special section containing "how-to" advice that can make you a more powerful and dynamic speaker.

First impressions can forever color the relationships between people, and making a positive first impression on an audience is vital to effective public speaking. As the old adage says, "You never get a second chance to make a first impression." So *Gestures: Your Body Speaks* features a section designed to help you get off on the right foot with an audience.

Then, you'll have an opportunity to learn from the experts, as six of North America's top speakers share with you their techniques and advice for successfully employing the nonverbal elements of public speaking. You'll learn why Ira Hayes carries a 60-pound box of props to every speaking engage-

ment, how Nido Qubein uses his eyes as a control device, why Cavett Robert believes you must integrate your speech into your subconscious mind, how Suzy Sutton draws on her show business background to enhance her humorous presentations, how Joel Weldon stimulates audience participation, and how Zig Ziglar uses body movements to multiply the impact of his motivational messages.

Finally, Toastmasters' new manual features a special evaluation form designed to let you assess your body's spoken image. With the help of a fellow club member, you'll pinpoint your nonverbal strengths and weaknesses, identifying priorities for self-improvement as a speaker.

The subjects covered in this innovative new manual are so important that Toastmasters International has incorporated *Gestures: Your Body Speaks* into its New Member Kit — the set of materials mailed to every new member. It joins another new manual, *Your Speaking Voice*, as replacements for the *Chairman* booklet, making TI membership an even greater value!

If you aren't a new Toastmaster, you can order a copy of *Gestures: Your Body Speaks* (199) for just \$3.00. (Add 20 percent shipping; California clubs include 6 percent sales tax.) *Your Speaking Voice* (199) is available for the same low price. *Chairman* (200) remains available as a catalog item (\$1.00).

Don't Overdo Them

Emphasizing a point should be self-explanatory. There are times when stress should be placed upon a word and, along with changes in inflection, a sharply placed gesture will aid in the development of validity in the values of what you are saying at that time. Don't bang your hand in your palm, don't bang it on a table; move it through the air with certainty and expressiveness, in time with words, and end it in a decisive manner. Don't overdo the emphatic gesture or your listeners will soon think that you're being a bit too dramatic and that will turn them off instantly.

Demonstrating shape and dimensions is fairly easy for the average person. Speaking with the hands has been a way of life with us for many a year. Think about your friend, the fishing buff. How does he let you know the size of his latest catch? Not with words, but with a simple gesture (perhaps a bit overdone) which provides you with the visual information you

Movement attracts attention. People lose interest if you stand still.

need at that moment. If you talk about a box, it is not enough to say, "It is a small box," because the word "small" is ambiguous and means different things to different people. But using simple gestures to outline the size and shape of the box will provide substantive information to your listeners and make their task easier. And that is really what makes a speech effective — the ease with which the concept is developed in the minds of the audience. Practice using gestures while standing in front of a mirror. View your approach with a critical eye and, in time, you'll notice that words and gestures will begin to flow together in a smooth and natural fashion that will exemplify the best in you.

Bodily movements are something else; proper use requires an understanding of the need for moving from one spot to another. Of course, I'm not talking about a situation where you're bound to a place directly at a dinner table. What I am concerned with here is when you talk in a room with a lecturer and, perhaps, a stage as part of the physical environment.

There are two reasons for using movement. One, again as with gestures, is to attract attention. Holding a

rigid position in one place for long periods of time results in a stultifying atmosphere. And people will soon begin to lose interest.


Making the Move

The other reason, perhaps obvious and oversimplified, is to get from one place to another in a different part of the room. This may sound simplistic, but for many speakers that particular movement causes many problems.

One such problem is the feeling of awkwardness as you make the move. Your legs feel heavy, your gait is ungainly and the audience is waiting for you to fall off the stage, or so you think. Move easily, without turning your back on the audience. This is easy to do if you practice a quasi-side movement, maintaining contact with the group and continuing on with your dissertation. Don't rush, don't drag, just try to be natural and smooth in going from place to place. Above all, don't be a pacer; movement back and forth in a fashion that will tag you as the "cat on a hot tin roof" type of speaker is ineffective. Don't dance in place; don't bounce up and down on your toes. Do nothing that will detract from you and what you have to say. Movements should be used wherever possible, but rather than use ineffectual or distracting movements, you should do without them. It takes practice to use movements and gestures in an effective manner, but I really can't think of anything in life that doesn't require some effort to become of value.

Videotape

For those of you who have access to videotape facilities, make use of them during rehearsals for your presentation. Be objective and learn from critiquing your performance. No videotape? Arrange for a critical group to evaluate your work and try to improve on each item they mention.

With practice, any speaker can improve his presentations. But only when you develop an insight into your movements and gestures, and how they may be more effectively utilized, will you find the kind of improvement you want...in any presentation you make. 

Maurice Lubetkin served as Education Specialist at the Faculty Development Branch, USASCS, Fort Monmouth, New Jersey.

He was primarily involved in the development and presentation new approaches to effective communications for supervisory groups and individuals at Fort Monmouth.

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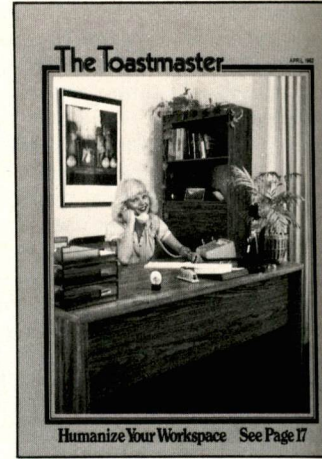
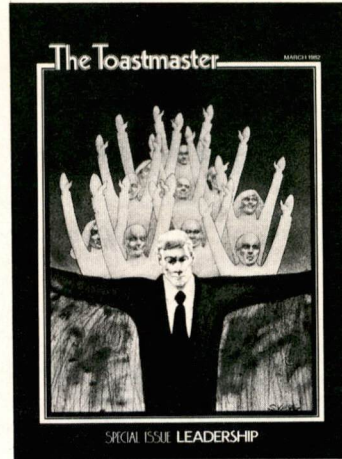
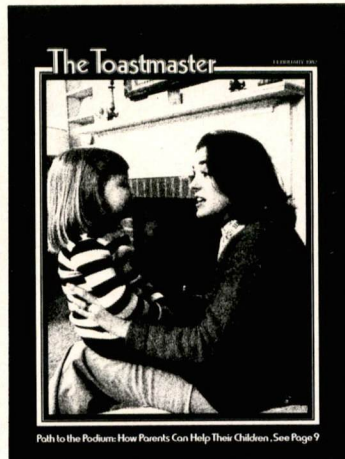
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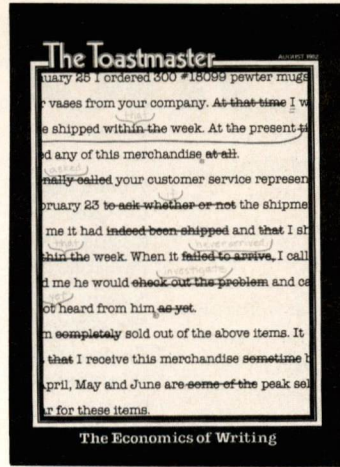
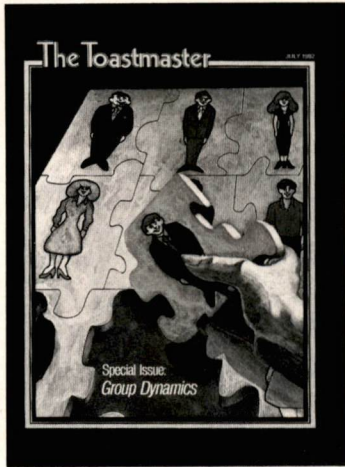
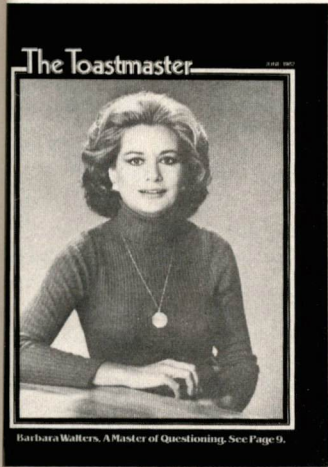
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Top of the World 4087-7,
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New Clubs

3522-F CSD
Whittier, CA — Wed., 4:05 p.m.,
County Sanitation Districts
of Los Angeles County,
1955 Workman Mill Rd. (699-7411).

1151-2 University Hospital
Seattle, WA — Tues., University of
Washington Hospital, 1959 Pacific Ave.,
N. E. (543-3372).

3946-3 Fire Power
Phoenix, AZ — Wed., 8 a.m., Public Safety
Building, 620 W. Washington (262-6002).

4975-3 S.O.M. Speakers

Phoenix, AZ — Tues., 7:30 p.m., 1st Church
of Religious Science 6530 N. 7th St.
(249-2543).

4972-4 Plaza Speakers

San Francisco, CA — Thurs., noon, Levi
Strauss & Co., Levi's Plaza (654-3027).

905-5 Scripps Memorial Hospital

San Diego, CA — 4:15 p.m., Scripps
Memorial Hospital Auditorium, 9888
Genessee Ave. (453-8484).

1442-5 Scripps Teasers

San Diego, CA — Tues., noon, Vagabond
Hotels, Training Room, 10021 Willow Creek
Rd. (578-6150, x 260).

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Minnehaha 2563, Minneapolis, MN
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MixedMasters 3686-F, Downey, CA
Paramount 657-6, Sandstone, MN
Downtowners 2696-15, Salt Lake City, UT
Powell River 1363-21, Powell River
B.C., Can
Leavenworth 2301-22, Leavenworth, KS
Cuna Mutual/Cumis 2023-35, Madison, WI
Pepco 1049-36, Washington, D.C.
Belaborers 2221-36, Washington, D.C.
Morning Knights 2875-65, Endicott, NY
Sunnybank 3110-69, Brisbane, Qld., Aust
Tawa 1679-72, Wellington, NZ

A Manual Is Born

At the Region VI Conference in Toledo, Ohio, last June, a Toastmaster from Canada approached me and said, "I've always wanted to know how Toastmasters International produces its wonderful educational programs and manuals. Would you please explain the process to me?"

As she and I talked, several other Toastmasters gathered around us, apparently eager to hear the answer to her question. When our discussion concluded, one man said, "I think a lot of Toastmasters would be interested in learning more about this. Why don't you put something about it in the magazine?"

An excellent example which typifies Toastmasters' production process is our new manual *Gestures: Your Body Speaks*, which recently rolled off the presses here at World Headquarters. It is the newest component of the New Member Kit — a set of materials mailed to every individual who joins a Toastmasters club.

Lack in October 1980, World Headquarters conducted a survey of men and women who had joined Toastmasters during the previous six months. Among other things, they were asked why they had joined their clubs and how useful each of the New Member Kit's components had been to them.

Four out of five responded that their primary reason for joining Toastmasters was the desire to improve their speaking skills. No surprise, right? But what added that they viewed speaking ability as a vehicle for career advancement and eventual economic gain. So wanting to speak, for most new members, isn't just something nice to do — a matter of vital importance!

Most respondents rated the basic Communication and Leadership manual and the *Effective Speech Evaluation* manual as being "very useful." On the other hand, one out of 10 said that the *Chairman* manual had not been useful, or that they didn't even look at it.

From this survey we concluded that the *Chairman*, while a good manual, was beyond the immediate needs of most new members. It was decided to replace it in the New Member Kit with materials directly related to public speaking. Two topics were selected: voice and gestures. The first new manual, *Your Speaking Voice*, was completed early this year and was immediately incorporated into

the New Member Kit. *Chairman* was removed, but it remains available as a catalog item.

We were especially excited about producing our gestures manual, because it would be unique — the first publication ever created that deals specifically with nonverbal communication in public speaking. In April of 1981 we began an 18-month voyage that just recently reached its destination.

Two key decisions were made at the outset. One was the title. In addition, we decided we would interview six of North America's top speakers and include "action" photos of them in our manual. We conducted in-depth telephone interviews with Ira Hayes, Nido Qubein, Cavett Robert, Suzy Sutton, Joel Weldon and Zig Ziglar. They were asked how they use gestures, body movements, facial expressions and eye contact to punctuate and enhance their platform presentations.

Each of these outstanding speakers was eager to contribute to a Toastmasters learning program and generous in sharing tips, techniques and experiences. Perhaps the most prevalent undercurrent permeating these interviews was the need for a speaker to be natural and to develop a speaking style that suits his or her personality, subject matter and audiences.

World Headquarters boasts one of the world's largest and finest libraries on public speaking. Our next task was to delve into the library's dozens of volumes and cassette programs to see if any universal truths about our topic lurked in the existing literature. Fortunately, we did find some, despite the fact that platform style is such an individual quality. This research was supplemented by additional interviews, brainstorming sessions and critical observation of several speakers. By October we had a file of notes and transcripts nearly a foot thick.

It was now time to write. Our outline called for "how-to" sections on posture, body movement, gestures, facial expression, eye contact and how to make a good first impression. We also decided to include an examination of the psychological effects a speaker's nonverbal behavior has on an audience, along with general tips for making the body speak effectively. These would be augmented

by the six interview articles and a special evaluation form designed for use in a Toastmasters club.

After four months, we had an 81-page manuscript. Four World Headquarters managers, all of whom are experienced writers and journalists, were given copies. Their blue pencils danced across the pages, ferreting out an assortment of typographical errors, fractured punctuation, misplaced metaphors and the like.

This brought us to the feedback stage. Every new Toastmasters program gets a thorough testing in an actual club before it's unleashed on you, the member. Manuscript copies of *Gestures: Your Body Speaks* were mailed to a club in Arizona, one in North Carolina, one in New Zealand and two here in California. All provided helpful comments and suggestions, along with positive reinforcement that we had a good product in the works. Dr. Nina Harris, an Arizona educator, professional speaker and Distinguished Toastmaster, offered valuable help in the design of the special evaluation form.

Meanwhile, we had determined that, even after typesetting, our manual would be too bulky to fit into the New Member Kit binder. So in April 1982, when all of the field test results were in, we undertook a major rewrite aimed at smoothing out the manual's rough spots and reducing its size by 30 percent.

A month later, we had ourselves a manual. Of course, we still had a long way to go before its completion. There was typesetting, proofreading, layout, paste-up, photo selection and scaling, cover design, printing and binding.

Now it's done. We think it will be a helpful tool for new members and experienced Toastmasters alike. But the real determination of this manual's value lies with you. If it helps you become the dynamic, effective speaker you want to be, then every moment consumed in its creation was time well spent.



Tom Dell
Manager of Education

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BONUS TAPE B

ACCREDITED SPEAKER PROGRAM

On this exciting tape you'll hear presentations by two outstanding Toastmasters who earned the prestigious Accredited Speaker designation. Keith Frost, ATM, the pleasures and ills of "Sudden Retirement," followed by Fred Wienecke, DTMS, who urges you to "Take Time to Live." You'll enjoy both of these excellent presentations. (Sells for \$7.50 — not available in convention album package.)

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