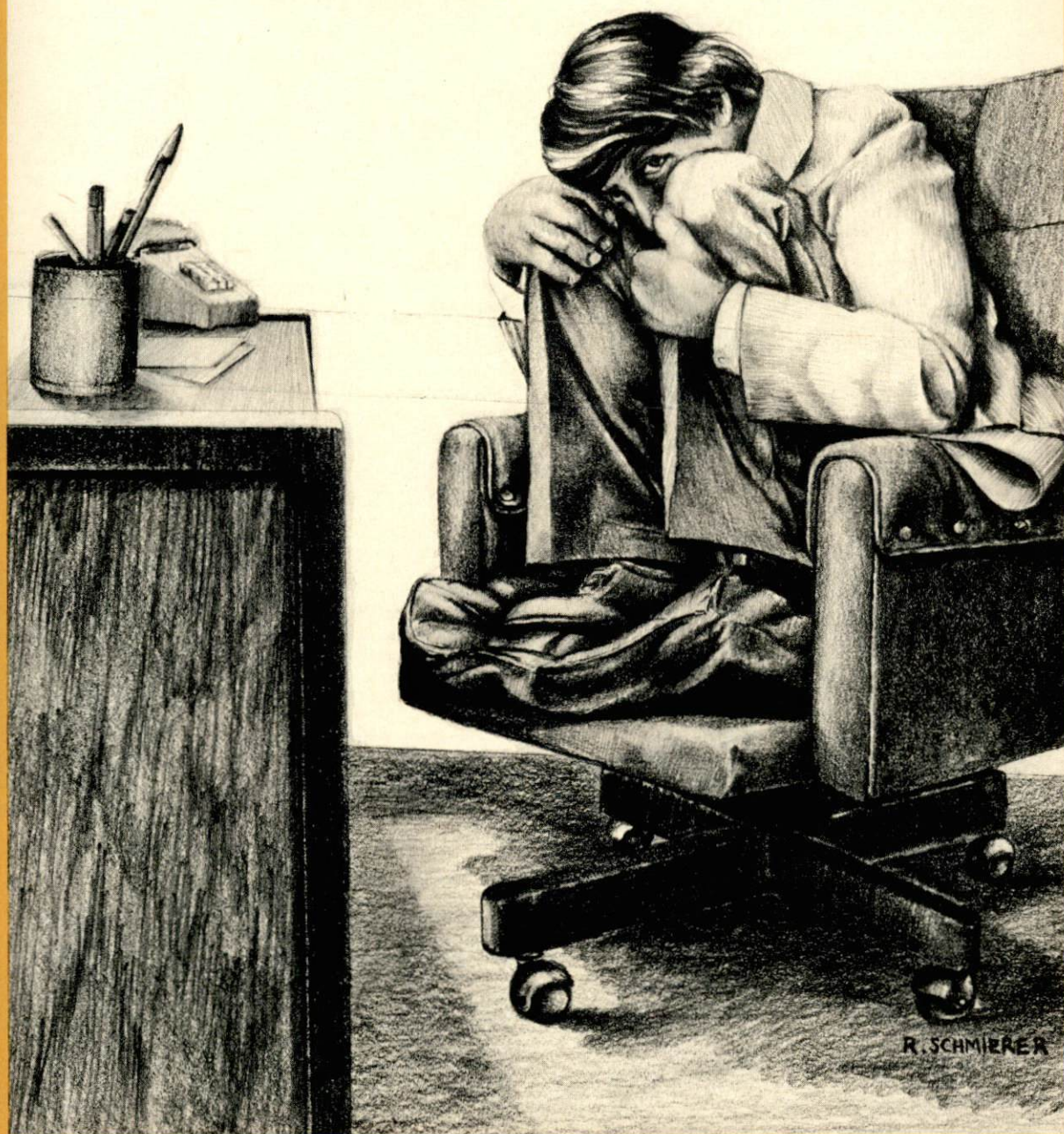


The Secret of Inner Security



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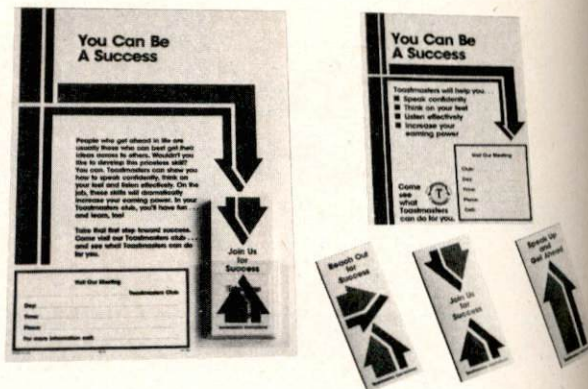
Spread the Word About Toastmasters!

Toastmasters can lead you to greatness. And that's no secret. So why not tell everyone about it? Starting today — with these appealing promotional tools. . .

367-368. New TI Posters. These eye-catching works of art will help you get your message across quickly and eloquently. Two sizes available. The smallest (367), is 11" x 14". The color scheme is navy blue and white and there's space for your club's name, meeting time and place and phone number. Set of 10: \$2. The large red, white and blue poster (368) is 22" x 17" and comes with a plastic stick-on brochure holder. Set of three: \$4.

99-101. New Brochures. Toastmasters has completely revised its promotional brochures, giving them an attractive design that complements the new posters.

The new brochures include *Reach Out For Success* (99), which tells prospective members what Toastmasters is all about; *Join Us For Success* (100), which includes statements from prominent persons who have been helped by Toastmasters; and *Speak Up and Get Ahead* (101), which is tailor-made for company clubs that want to promote their programs within their organizations. Clubs may request up to 25 of the above brochures at no charge. Additional copies are 2 cents each. Contact World Headquarters' order department for details on quantity prices for orders of 1000 or more.



267. Communication Achievement Award. Now your club can honor a local dignitary for outstanding communication achievements and gain valuable publicity at the same time! Comes complete with a handsome award plaque ready for engraving and a helpful "how to" booklet with valuable tips on who to select, how to present the award and how to gain the needed publicity. \$15.



363. Highway Sign — 22". Features the Toastmasters emblem in weatherproof paint with reflecting Scotchlite "T." Provides an excellent way to publicize Toastmasters — and your own club — in your community. Pre-drilled holes make this sign easy to attach. \$15.



376. Membership and Extension Slide Presentation. This unique 40-slide show provides a great way to introduce Toastmasters to a civic group, business association or prospective club. The show comes with professionally prepared slides and a script booklet. \$15.



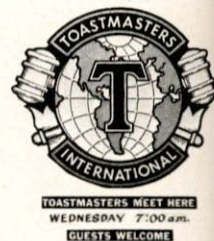
377-378. TV, Radio Public Service Announcements. Let Earl Nightingale work for you! These 30-second television and radio public service spots will go a long way toward making the Toastmasters program better known in your community. Information sheets with tips on how to use the tapes are included. Television spots (377), \$25; Radio (378), \$5.



369-370. TI License Plate Frames and Bumper Stickers. Carry Toastmasters with you wherever you go . . . or give these popular items as gifts. Let everyone know how proud you are to be a Toastmaster. License Plate Frames (369) sold only in sets of two — \$2.50, plus \$1 postage and handling (U.S.). Bumper Stickers (370) come in sets of two — 70 cents each.



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



The Toastmaster

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SEPTEMBER 1979

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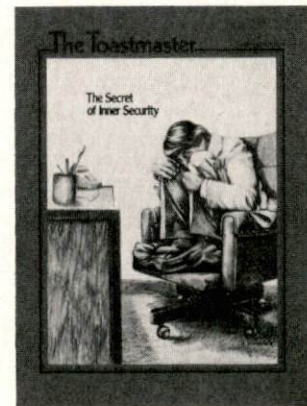
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COVER

Nearly all of us have feelings of insecurity — a trademark of our modern age. It's nothing to be ashamed of, but it is something you can overcome. By accepting yourself as you are and facing difficulties one step at a time, you can build a reservoir of inner security that will give you the courage to face new challenges with a sense of adventure rather than a fear of defeat. (Cover illustration by Bob Schmierer)



Published monthly to promote the ideals and goals of Toastmasters International, an organization devoted to improving its members' ability to express themselves clearly and concisely; to develop and strengthen their leadership and executive potential; and to achieve whatever self-development goals they may have set for themselves. Toastmasters International is a non-profit, educational organization of Toastmasters clubs throughout the world. The first Toastmasters club was established by Dr. Ralph C. Smedley on October 22, 1924. Toastmasters International was organized October 4, 1930 and incorporated December 19, 1932. This official publication of Toastmasters International carries authorized notices and articles regarding the activities and interests of the organization, but responsibility is not assumed for the opinions of authors of other articles. Second class postage paid at Santa Ana, California. Copyright 1979 by Toastmasters International, Inc. All rights reserved. The name "Toastmasters" and the Toastmasters emblem are registered trademarks of Toastmasters International, Inc. Marca registrada en Mexico. PRINTED IN U.S.A. □ All correspondence relating to editorial content or circulation should be addressed to THE TOASTMASTER Magazine (ISSN 0040-8263), 2200 N. Grand Ave., P.O. Box 10400, Santa Ana, California 92711. Phone (714) 542-6793. Non-member price: \$6.00 per year. Single copy: 50¢.

A Useful Tool for Developing Leaders

Congratulations on your special July issue dealing with the challenges of leadership. The entire issue was of great interest to me. The articles by the management experts, Charles Kozoll and Helen Diamond, were excellent and easy to identify with.

The other articles by W.H. Weiss and James McMahon were also important to my growth as a leader in management. And I'm not even there yet. But I'm on my way up, and I found this particular issue of *The Toastmaster* to be a very useful tool.

Paula M. Salido
Los Angeles, California

One Man's View of Women in Management

In response to the July article "Women Do Belong in Management," I truly respect and admire a woman who is forced into the business world and makes a success of it. There are droves of intelligent, highly competent females who would easily outperform some males in the same position.

The question is — should they?

There are some women who jump into business because they are bored, or just to challenge the system. They use a career as a form of self-expression. There is no true need for them to work. Today's job market is crowded enough without them. Career women are taking jobs away from those who must support families (both male and female). Career women who do not have to work should stick to community volunteer jobs and give everyone else a break!

Henry Tarfman
Bellmore, New York

Symbols of Equality

Thank you for publishing the article "Women Do Belong in Management" in your July issue. You raise interesting, valid points.

However, I believe you diminish the impact of the article by referring to a woman professional, Patricia Fripp, in your "Profile" section as *Miss*

Fripp. Do your readers need to know that Patricia Fripp has never been married? (Webster: "Miss: used as a title . . . of an unmarried woman or girl. . .")

A *Mr.* Jones could be married or unmarried as could a *Ms.* Brown. So why not give both males and females equal courtesy in this regard?

Jewel Lansing
Portland, Oregon

Toastmasters Gives Stutterer Confidence

Mike Snapp's article on stuttering in the June issue was interesting. I think its value is that it offers encouragement to stutterers. However, more emphasis could have been given to how Toastmasters helped him and can help others who stutter.

Even though Toastmasters' program is not directed specifically to helping those who stutter, we should encourage people who stutter to join Toastmasters. Why? Because the Toastmasters program helps people build self-confidence and overcome the fear of speaking. And when the fear leaves so will the stuttering in most cases.

I also went through many years of speaking difficulty because of stuttering. During my first years in Toastmasters I learned to say what had to be said, without stuttering. And it was the encouragement, constructive feedback and friendship of my fellow members that enabled me to overcome the fear of speaking.

Yes, Toastmasters is a *people builder*. I am convinced Toastmasters offers more than any other speaking program available today.

Dan Winterburn, DTM
Sunnyvale, California

Building Flexibility Into Contest Rules

I have a brief comment on the June letter to the editor from Pat Kelly, the blind Toastmaster who was denied an audible time signal during a speech contest.

I feel the contest chairman was too rigid. Certainly there should be some flexibility for extenuating circumstances. In case of doubt, the contest chairman can call all contestants

together for a conference and consensus before the contest (when I am sure all contestants would have agreed to Pat Kelly's request for the audible signal).

Lester G. Hemphill
Sparta, New Jersey

Self-Development — A Unique Gift

To keep our Toastmasters clubs dynamic and growing we must constantly be reaching out for new members.

Every community has people who want to become better communicators and better leaders. They may turn to us. But they may also turn to formal education. Or they may consider costly, high-profile courses such as those offered by Dale Carnegie. What does Toastmasters offer that's unique?

Toastmasters has two unique features: It's a self-help movement and it's cooperative. As Toastmasters we work at our own speeds, under our own initiative. We are set at liberty to develop our own style of speaking, not awed into imitating the pattern of a successful and charismatic instructor.

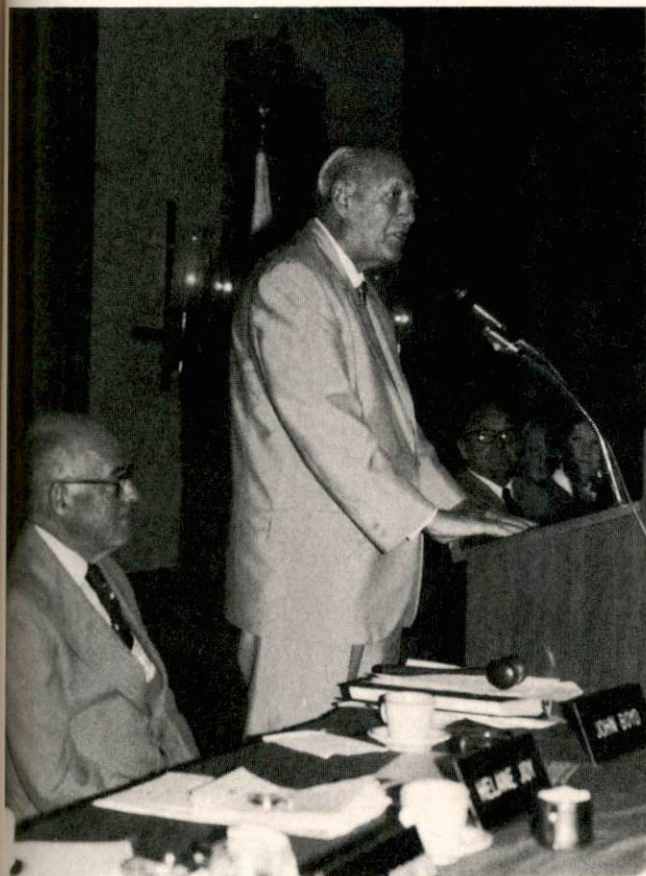
Toastmasters is cooperative. We can't sit back and let the instructor carry the ball as the students in formal courses can. Each of us is an instructor. Each of us is a professional. And each of us works actively within the group to make the club a success.

A program in communications organized by a college or university may be formal, comprehensive and bureaucratic in tone. A Dale Carnegie course may be charismatic, built around the talent of the instructor. The Toastmasters movement may best be characterized as pioneer in tone. It carries the belief that communications is not the preserve of formally educated professionals. Nor is it the exclusive property of gifted individuals.

Communications is a potential, a seed in every person's life. The pioneer qualities of self-reliance and cooperation can bring this seed to fruit in each of us.

Dave Webster
Cambridge, Ont., Canada

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Millard Bennett — Internationally Known Sales Specialist, Speaker and Author

"Toastmasters is the answer
for anyone who wants to
learn how to express himself."

Dynamic, spirited, dramatic, funny, inspiring — those are just a few of the adjectives often used to describe the speeches of Millard Bennett, a man considered by many to be one of the leading public speakers on the North American continent.

At 85, this former Toastmaster still lives up to his reputation as a great motivational orator and author. Known internationally as the "Voice of Selling," Dr. Bennett was Dr. Norman Vincent Peale's platform partner for five years as they toured 120 U.S. and Canadian cities, presenting the "Peale-Bennett Forum — 120 Minutes That Can Change Your Life" to audiences of 3000 to 8000 people.

Sales of Dr. Bennett's positive attitude booklets, have exceeded the \$1.5 million mark in the past 10 years and his album "The Power of Inspired Salesmanship" has been a top seller since its release. Bennett also has written several very successful books — *Your Three Golden Keys*, *The Power of Inspired Salesmanship* and *Successful Communications and Effective Speaking* (available through Toast-

masters' catalog, B-27).

Dr. Bennett, who has held top-level positions in three major national corporations, first became famous in the speaking world when he joined the campaign to sell war bonds during World War II. Appearing with celebrities such as Babe Ruth, Jack Dempsey and Milton Berle, he promoted the war effort before audiences of thousands. The U.S. Treasury Department presented 23 citations to Dr. Bennett, commending him for his highly successful war bond speeches. A letter to Dr. Bennett from the Treasury Department stated: "Your speeches sold more war bonds than those given by any other speaker and everywhere you spoke we got the same report — the best ever."

Dr. Bennett believes success would still be just a dream for him today if he hadn't learned to express himself through speech.

"Had it not been for speaking, I don't know what I would have done. I left school at 13 and didn't get my doctorate until I was 73," the Southern California resident explains.

"Speech is the most important thing in a person's life. When you meet someone, the way you express yourself determines the kind of impression you make. If you can communicate effectively, it's a tremendous bonus in life."

How did Dr. Bennett become so successful as a speaker?

"Practice. Practice. Practice," he says, "There's only one way to learn anything and that's by doing."

The opportunity to rehearse in a setting where others would provide constructive feedback is what drew Dr. Bennett to Toastmasters. He was active in the now disbanded Los Caballeros Club 322 in Santa Monica for 11 years.

"As a public speaker and a writer, I look at Toastmasters as a grindstone where I can sharpen my talents and try out new ideas," Dr. Bennett says. "Toastmasters is the answer for anyone who wants to learn how to express himself. I don't know any other organization that gives you the opportunity to practice speaking before a group. You go to other organizations to hear other people talk. You go to Toastmasters to hear yourself."

1978-79 International Hall of Fame

International Speech Contest Winners

REGION I

Pete Davies
Kitsap Morning 3704-32
Bremerton, Washington

REGION II

Malcolm Lumby, ATM
Auto Club 2681-1
Century City, California

REGION III

Donald W. Reynolds Jr.
Tulsa 148-16
Tulsa, Oklahoma

REGION IV

Dick Caldwell
Bow Valley 1494-42
Calgary, Alta., Canada

REGION V

Lou Kiriazis, DTM
Silvertones 3559-30
Chicago, Illinois

REGION VI

Douglas L. McCarthy
Thames Valley 3726-60
London, Ont., Canada

REGION VII

Charles Dahlquist
FCC 3740-36
Washington, D.C.

REGION VIII

M.B. Sutton, DTM
Yarn Spinners 2965-58
Greenville, South Carolina

OVERSEAS

Ted Mathew
Centre 2404-69
Brisbane, Qld., Australia

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DISTRICT 31

Lew Muttu, ATM

DISTRICT 48

Earl D. Heath, ATM

DISTRICT 63

Marcia A. Taylor, DTM

DISTRICT 68

Dr. Elmer Wagner, ATM

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DISTRICT 22

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DISTRICT 23

Coleman A. Richardson, DTM

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Jack Kiuru, ATM

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Jim La Prade, ATM

DISTRICT 57

Lynden Davis, DTM

DISTRICT 58

Richard D. Berkland, ATM

DISTRICT 60

Doug Barclay, DTM

DISTRICT 62

John H. Maclaren

DISTRICT 64

C.J. Thompson, DTM

Taped Speech Contest Winners

International

1. B.E.J. GARMESON CIS Johannesburg, South Africa
Johannesburg 1150-U

2. MAUREEN O'HONOU Tokyo, Japan
1674-U

3. PAUL R. STUCK Oxford, England
Speakers 3279-71

French

VIATEUR ALAIN Quebec, Canada
1838-61

Spanish

RIGOBERTO L. BURGUENO Toastmasters Tijuana, Mexico
de Tijuana 3467-5

Select Distinguished Districts

DISTRICT 4

Ray E. Brooks, DTM

DISTRICT 25

Jack Holt, ATM

DISTRICT 37

Jay R. Nodine, DTM

DISTRICT 41

Ray Linder, ATM

DISTRICT 46

Elias E. Ezra, DTM

DISTRICT 65

Raymond Tardiff, ATM

Pre
BLUE
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EARL
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Foun
Diane
THE
Distri
Robin
BIG S
Distri
David
OKLA
TOAS
Distri
Yvon
THE Y
Distri
Frank
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Will T
Lydia
Violet
Willia
DTM
Bob M
Vicky
Ken St
Willia
Diane
Marga
ATM
Thoma
Patrici
Malcol
Joy Go
Gaylor
Dean R
Gary W
James
Lyle C
Sally S
Jack K
Alfred
Richar
Carol C
Lawrer
Sam It
Telespl
ATM
Val WH
SEPTE

President's Top 10 Distinguished Clubs

BLUE FLAME	2717-F	Costa Mesa, California	GARLAND	1207-25	Garland, Texas
BROWNMASTERS	1133-4	San Francisco, California	GOLD MINE	241-37	Concord, North Carolina
ANC	2873-4	San Jose, California	VENETIAN	952-47	Ft. Lauderdale, Florida
EARLYBIRD	3293-11	Ft. Wayne, Indiana	CALLIOPE	2821-47	Orlando, Florida
AROUSERS	2202-24	Omaha, Nebraska	TIMARU	3474-72	Timaru, New Zealand

Top 10 District Bulletins

THE FOUNDER Founder's District Dane Gratsinopoulos, Editor	THE LINK District 21 Amni Amery, Editor
THE FOURCASTER District 4 Robin Kamradt, ATM, Editor	RIO GRANDE CORREO District 23 Dennis Roberts, DTM, Editor
BIG SIX DIGEST District 6 David C. Nordell, Editor	HOTLINE District 25 Dick Dodds, ATM, Editor
OKLAHOMA TOASTMASTER District 16 Yvonne Striegler, Editor	TOASTMASTERSHIP 35 District 35 Tom Bell, Editor
THE VOICE District 18 Frank Buckley, ATM, Editor	THE FORUM 56 District 56 Nora Garza, Editor

Outstanding Toastmasters of the Year

Will Tolles, ATM	D- F	Roy Walker	D-33
Lydia Douglas Boyd	D- 1	Victor Demoe, ATM	D-35
Violet H. Smith, ATM	D- 2	John W. Taugher, DTM	D-36
William D. Hamilton, DTM	D- 3	Steve Medlin	D-37
Bob Morrison, ATM	D- 4	James D. Beissel, Sr., DTM	D-38
Vicky Wood, DTM	D- 5	Erma McDonald	D-39
Ken Steeno	D- 6	Gary Palmer, ATM	D-40
William E. Lawson	D- 7	Ken Brenneise	D-41
Diane E. Reeve	D- 8	Brian Papineau	D-42
Margaret M. Henderson, ATM	D- 9	C.B. "Jack" Ruggles, DTM	D-43
Thomas A. Lane	D-10	Roy Thruston, DTM	D-44
Patricia Van Noy	D-11	Otto Peter	D-45
Malcolm Ward, ATM	D-14	Rudy Stiefel, DTM	D-46
Joy Gomez, ATM	D-15	Virginia Hedding, ATM	D-47
Gaylord Giles, DTM	D-16	Henry Hyche, ATM	D-48
Dean R. Roberts, DTM	D-17	Larry Jackson	D-52
Gary Wheeler	D-18	Richard A. Thomas	D-53
James D. Johnson	D-19	Bob Talty	D-54
Lyle Clark	D-20	Goldie Long	D-57
Sally Scales	D-21	Luther R. Gower, ATM	D-58
Jack Kopetz, ATM	D-22	Thomas Francis	D-60
Alfred Saucedo	D-23	Armand Lapointe, ATM	D-61
Richard Hileman, ATM	D-24	Mark Tokar	D-62
Carol Garretson	D-25	Sam Croft, ATM	D-63
Lawrence Nelson, ATM	D-29	Wayne Hamel	D-64
Sam Itkin	D-30	Alan I. Turof, ATM	D-65
Telesphore Ted Wilga, ATM	D-31	William E. Lewis, Jr.	D-66
Val Wheelahan	D-32	Gary Wilson, DTM	D-70
		Les Hewett, ATM	D-72
		Chris Palmer, ATM	D-73P

Top 10 Club Bulletins

TATTLES 1-F Eileen J. Helick, Editor	TOAST OF THE TOWN 3559-30 Louis Kiriazis, DTM, Editor
WESTWINDS REPORT 2436-F Frank Ortega, ATM, Editor	COMMUNICATOR 1702-47 Robert A. Martin, Editor
THE GOALSETTER 1820-3 Al Field, Editor	HAPPY TALK 3611-49 Jonie Grassly, Editor
THE NOON WHISTLE 3420-24 Maureen Proksel, Editor	LOOK NORTH 3875-64 Jeanne Sinclair, Editor
THE VOICE 3365-25 Gary Miller, Editor	KALORI 1665-70 D. Eric Fordyce, Editor

Outstanding Area Governors of the Year

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Varda Murrell	D- 1	Paul H. Terry	D-36
Dan King	D- 2	C.R. Bob Ballard	D-37
Milton E. Wood	D- 3	Jodi Marchesani	D-38
Elaine Hill, ATM	D- 4	Paul Hubbard, DTM	D-39
Mel Karaffa	D- 5	Jim Harlan	D-40
Gayle Willey, ATM	D- 6	Bill Bristol	D-41
Kevin Eliander	D- 7	Rick Sydor	D-42
Gene Collins	D- 8	Richard Mahoney	D-43
Lloyd H. Smith, ATM	D- 9	Bruce Lokey	D-44
Fred Gunther	D-10	William J.K. Cormier	D-45
Len Corcoran	D-11	Cathy Filarski	D-46
Nelson Lees	D-14	Morris Middleton	D-47
Dorothy Wilks	D-15	John Drum, ATM	D-48
Jack G. Griffith, ATM	D-16	Florence M. Sleath	D-53
Robert E. Rightmire, ATM	D-17	Paul Schmitt	D-54
William K. Blewett	D-18	Wiley Moreland	D-56
Mary R. Young	D-19	Mike Hagan, ATM	D-57
Dick Bohm	D-20	Suzy Smith	D-58
Tom Hambrook	D-21	Jim Rollingson	D-60
Millie Foley, ATM	D-22	Joseph A. Cullen	D-61
Betty Harris	D-23	Ann Carpenter	D-62
Duane Skaff	D-24	Joe Lane, DTM	D-63
Horice Caviness	D-25	Larry Washen	D-64
Arlene Vanderleun	D-28	Alan I. Turof, ATM	D-65
Lawrence Nelson, ATM	D-29	Glen J. Snyder	
Carl Miller	D-30	Lyle C. Thoburn	D-66
Fred Ravens, Jr.	D-31	Brian Westray	D-70
Michael D. Peterson	D-32	Bruce Dobson	D-72
Dick Baldwin	D-33	John Dutton	D-73P

Those who learn to accept uncertainty can face life with a sense of adventure.

The Secret of Inner Security

by Bruce L. Anderson

It took grueling hours of hard work, but Phillip Knapp finally made it to the top. Now he is vice president of an important New York company and brings home more than \$100,000 a year to his family of four. By all accounts, he seems to have it made.

But a nagging feeling of insecurity keeps gnawing at the back of his mind, making success seem disappointing. "Soon we will all be making \$100,000 a year," he complained in a recent interview, "and instead of increases in buying power, we'll have one dollar candy bars." Anxious about how to preserve the wealth he once worried about accumulating, Knapp now searches constantly for investments to insulate him from the financial collapse he fears.

Phillip Knapp is just one victim of the disease that has become the trademark of our modern age: insecurity. The poor wonder how they will survive the inflationary erosion of their meager income, while the rich pay security firms more than seven billion dollars a year to safeguard themselves and their property.

The pressures of life affect us all, but we don't all feel them to the same degree. For those who have learned to accept uncertainty and possibly even enjoy it, the challenge of each new day can be faced with a sense of adventure rather than defeat. It's all in how you respond.

Maxwell Malz, author of the popular book *Psycho-Cybernetics*, estimated that 95% of us have at least mild feelings of inferiority, the prime cause of insecurity.

Face the Facts

So let's admit it: We sometimes feel inferior, and that makes us insecure. Face that fact and you have taken the

Low self-esteem is the heart of insecurity.

most important step toward overcoming the problem. Psychologists tell us that neurotic anxiety, so prevalent today, results from our efforts to deny the basic uncertainty of life. When we maintain the illusion of security in an insecure world, we fall deeper and deeper into difficulty.

Take Fred Johnson, the boss who just can't seem to make his employees produce. Coming from a poor family, Fred didn't have the opportunity to attend college, and all these bright young managers with master's degrees make him feel ill at ease.

His reaction? He speaks in complex technical terms he doesn't really understand and makes sure everyone knows who's boss, stifling creativity and turn-

ing himself into the company laughing stock. Of course, this further deepens his sense of inferiority, driving him to greater overcompensation.

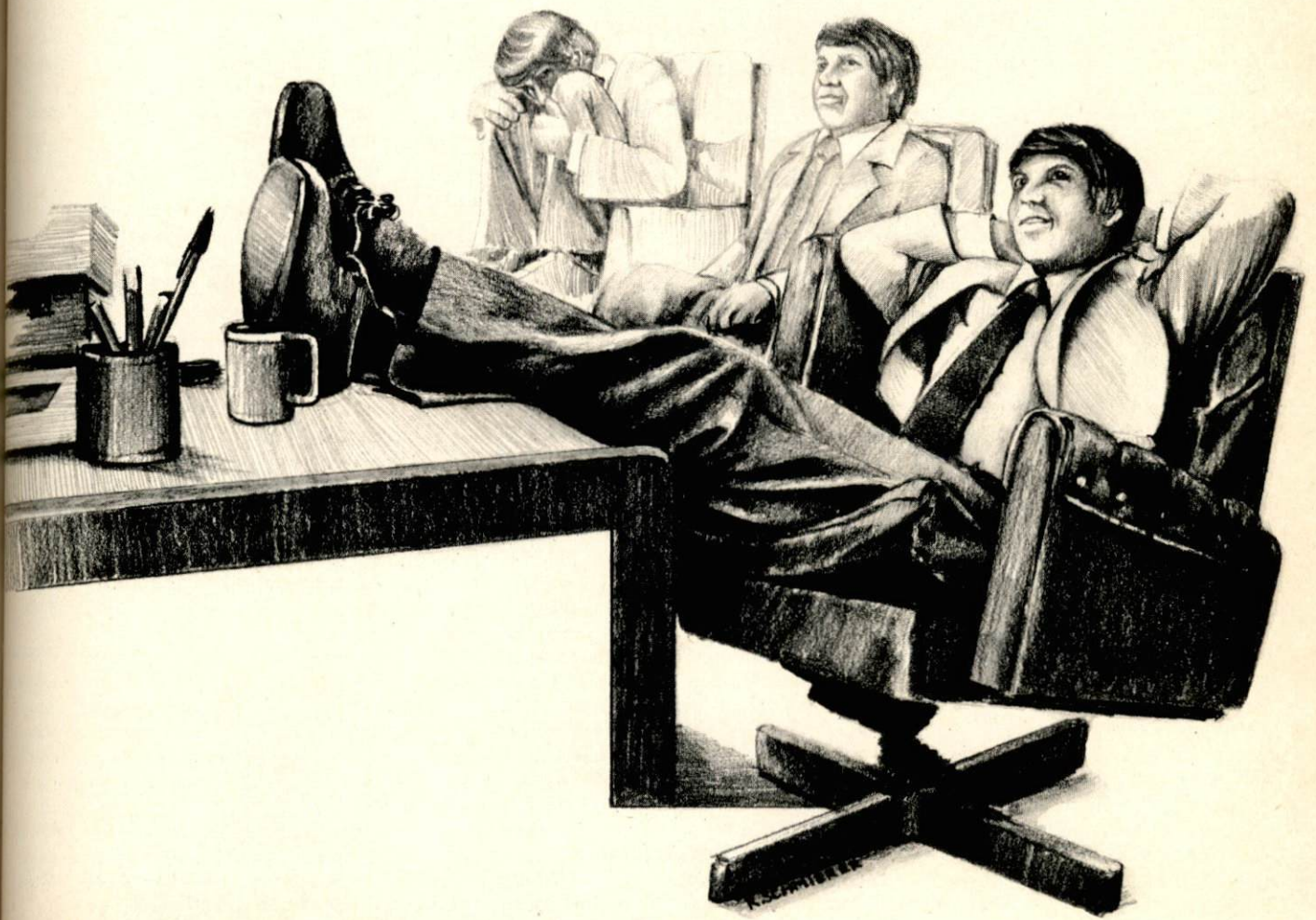
If Fred could admit he sometimes feels inferior and recognize that he has other qualities such as hard-won experience to compensate for his lack of formal education, his department could become the most successful in his company. He would be able to tackle each new challenge boldly if he could accept himself as he is, admitting failures but not letting them prevent him from using his energy in constructive ways.

Motivation or Retreat

Since nearly all of us have feelings of insecurity, there is no reason to be ashamed of them. Born helpless into a world populated by adults many times our size, we realize immediately that we can't make it alone. Throughout childhood we learn methods, good and bad, of coping with the uncertainty we face in a bewildering world, and these defenses carry over into adult life.

Famed Vienna psychiatrist Alfred Adler said, "This feeling of inferiority is the driving force, the starting point, from which every childish striving originates." Some use it as a motivational power to achieve greatness, while others hide behind their fears and withdraw from the difficulties of life. If we can just press on, despite uncertainty

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each success builds further confidence, strengthening our ability to handle the next challenge that confronts us.

I'll never forget the first time I had to fly alone to a distant city during my pilot training. As happens so often, the weatherman's glowing promise of clear skies deteriorated into the reality of thick clouds. Making my way back home, I was forced to fly lower and lower and became more nervous with each passing mile.

Soon, I was gripped by an almost irresistible urge to land in one of the inviting farm fields below and just walk away from the plane, but something inside kept me going and I finally reached the airport, shaken but triumphant. Having met that challenge, I had the self-confidence to meet greater difficulties in the future, knowing I wouldn't give up in the face of uncertainty.

Perhaps you felt the same way when you gave your Icebreaker speech in Toastmasters. "All these people are staring at me," you probably thought. "I wish I could crawl under this lectern and forget the whole thing." But you went on, and each speech gave you a little more confidence and willingness to take on a more demanding assignment, until the day came when people couldn't seem to shut you off.

All the insecurities of life can be tackled this way. Society demands constant performance — on the job, as a parent, in school — and as a result, many are unhappy with themselves. Advertisements bombard us with appeals that play on our insecurities, grinding down our feelings of self-worth by questioning whether we smell nice or are in step with the latest fad. But if we can accept ourselves as we are and face each difficulty as it comes, one step at a time, we will build a reservoir of inner security from which to draw on.

From the Inside Out

Without inner security, no amount of success or wealth can still those nagging voices in the back of our minds. Millionaire Howard Hughes made this grim discovery, and it drove him to the brink of madness. Countless others learn the same hard truths as they face bankruptcy after a credit card binge.

Those nagging voices also plague the business executives who come up with great ideas, but are reluctant to express them because they might sound silly. Lacking the self-assurance to say what they think, they get angry at themselves for not speaking up, especially when someone else is congratulated for expressing the same thought. At the opposite pole, insecurity can manifest itself in the one who "knows" all the answers, usually a person with an over-

bearing personality that hides a fearful child cringing inside. We've all met both of these types, but perhaps never understood them.

Insecurity can be a fearful disease. But there are ways to overcome it without overcompensating. Try the following steps:

- **Be yourself.** Putting aside the excesses of today's self-love movements, there is real value in accepting yourself, imperfections and all. The heart of insecurity is doubt about your self-worth, buying the myth that you only have value in terms of what you produce for others. As human beings, we all have infinite value and a unique contribution to make. Stop measuring your worth against others, and start appreciating your special talents.

- **Be open to others.** A common response to insecurity is withdrawal into a protective shell that no one can penetrate. Instead, face your shortcomings and allow yourself to laugh at minor mistakes. When you reveal yourself to others, blemishes and all, they will overlook your imperfections and appreciate your good qualities.

- **Expect others to like you.** An apologetic attitude is self-defeating.

Inner security can be developed through self-acceptance.

Don't assume everything you do is wrong. If you naturally expect others to like you, they probably will, and you'll like them, too. Surveys show that the best-liked people are those who like others, and nothing can build self-confidence quicker than having a circle of warm, accepting friends.

- **Focus on strengths, not weaknesses.** It may come as a surprise that people are concerned about their own insecurities and may not even be aware of yours. You are the only one who really cares about your weaknesses. Change what you can and accept the rest, building your level of confidence as you go along.

- **Turn outward.** Resisting the tendency to become preoccupied with yourself is as important as self-acceptance. Many people are so wrapped up in their own insecurities that they fail to notice the needs of others. Forget your problems and get involved with other people; help them for the sheer joy of doing it, without calculating the return.

- **Work toward a goal.** Insecurity feeds on aimlessness, while dedication to a purpose in life is the fastest way to

forget your weaknesses and use your strengths for a worthwhile cause. Success itself is not a goal because the top of the heap is the most insecure position of all. Use success as a means to accomplish what has meaning for you, and your reward will be lasting satisfaction.

Learning and Sharing

We are all interdependent from birth, and our insecurity grows out of our need for each other and the fear that others will not accept us. In a culture where relationships seem to break almost as quickly as they are made, that fear is especially intense. We all need to feel part of a community where we are accepted for what we are. Surrounded by a group of giving friends, we can live confidently and hopefully through even the worst of times.

Your Toastmasters club is an ideal environment in which to overcome insecurity and help others do the same. By delivering a speech in front of club members, you are exposing yourself to the judgment of other people in ways few others are willing to do. The fright you may feel is a natural expression of uncertainty, a basic part of human existence.

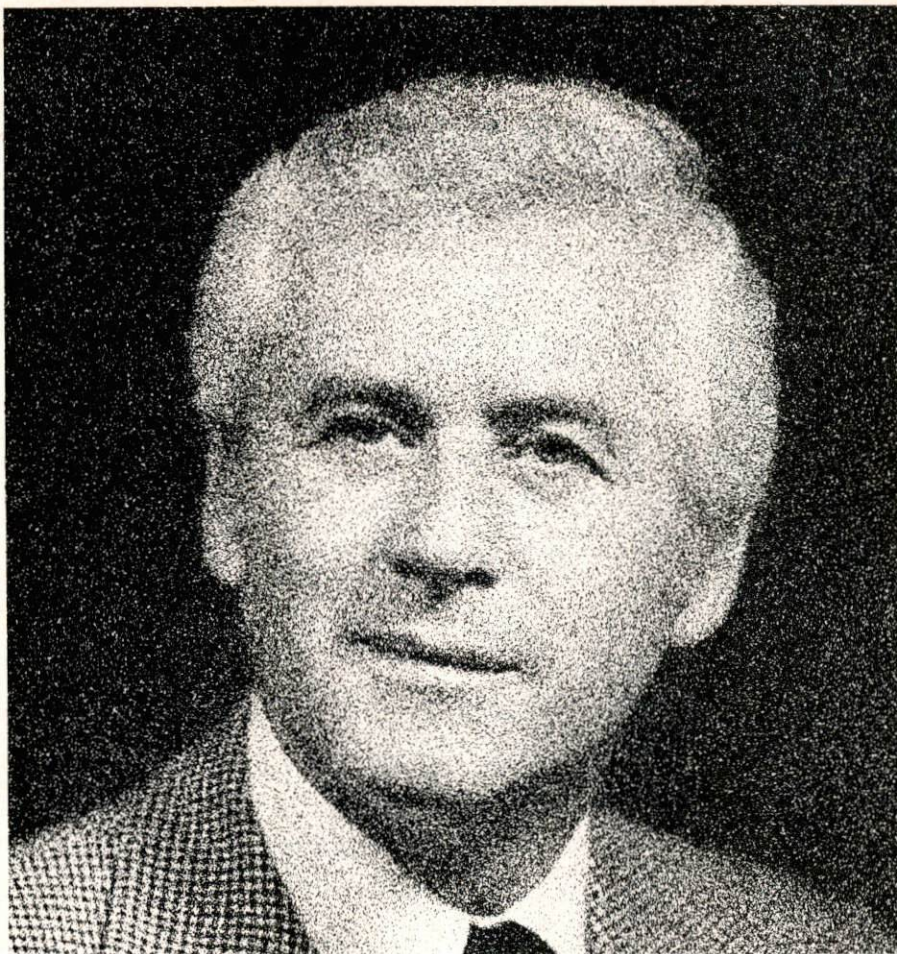
The experience you gain in Toastmasters will help you defeat the onslaught of insecurity as each successful speech reinforces your self-confidence. By opening yourself to the evaluations of fellow club members, you can build a sense of certainty. You'll learn to discriminate between a suggestion regarding your speech technique and a personal attack.

At the same time, help others build their security by making your evaluations tactful and supportive. All members — especially new ones — put their self-image on the line when they submit to an evaluation, and they deserve respect and sensitivity. Many join Toastmasters wanting to defeat insecurity as much as to learn how to speak, and it is your responsibility as a club member to help them reach that goal.

Insecurity will never leave us completely because there will always be uncertainties in life. But by facing our insecurities while reaching out to an accepting group of friends for support, we can build confidence in ourselves and in the future. 🗣️



Bruce Anderson, a former editor of *The Toastmaster*, is now editorial director for Christian Resource Management, a consulting firm in Orange, California. His wife, Martha, is an administrative assistant in the Education Department at World Headquarters.



ERIC K. STUHLMUELLER: "BELONG...PARTICIPATE...SUCCEED"

Toastmasters' new International President — Eric K. StuhlmueLLer, DTM — is a man who has had to overcome great obstacles to reach success. Eighteen years ago, this German immigrant spoke no English and fearfully shied away from any opportunity to speak before an audience. Today, he's not only a highly respected public relations officer for Manitoba Hydro in Winnipeg, Canada, he's also a powerful public speaker and a capable leader who has won the admiration and confidence of Toastmasters throughout the world.

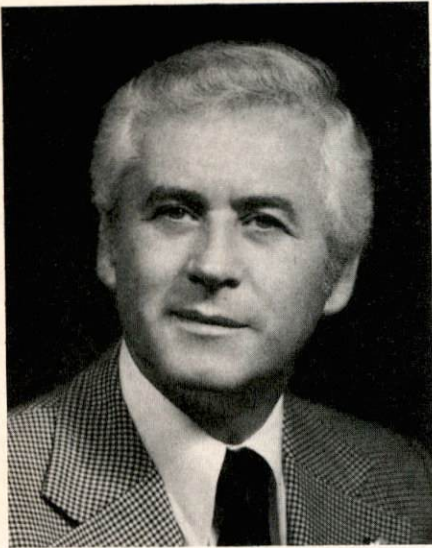
President StuhlmueLLer is an inspiration to Toastmasters at all stages of development. Those who elected him President at last month's Annual Convention recognized him as a man with a

clear vision of what our organization is today and what it can become in the future.

In the following interview with *The Toastmaster*, President StuhlmueLLer shares that vision in the hope that his comments will show all Toastmasters how they can make the coming year the most successful in our organization's history.

THE TOASTMASTER: Eric, you've chosen a challenging theme for your 1979-80 president year — "Belong . . . Participate . . . Succeed." What is the significance of this motto?"

ERIC STUHLMUELLER: The theme comes from a deep personal conviction that the Toastmasters program can



help any individual become a self-confident, successful person.

Toastmasters gives people an opportunity to "belong" to an organization that has a proud history and a promising future. We offer people an opportunity to "participate" in a program that will help them meet the challenges of everyday life. And we give people an opportunity to "succeed" by helping them develop strong and positive self-images.

It's my hope that this theme not only will have deep meaning for our existing membership, but that it will also help us attract new members. We have an exciting and challenging organization, and I believe my presidential theme symbolizes our purpose.

TM: When did you first join Toastmasters and why?

STUHLMUELLER: It was in January 1964. It is a well-known fact to all my friends in Toastmasters that I am an immigrant to Canada, who 18 years ago did not speak the English language. My job at the time required me to be in contact with many people and to make short presentations to groups. I tried to enhance my speaking abilities by reading books on communication and taking various commercial speaking courses. But it wasn't until I finally joined a Toastmasters club that I was able to master the English language. Toastmasters gave me an opportunity to achieve a more meaningful and productive way of life.

TM: Has Toastmasters helped you to communicate better in social settings?

STUHLMUELLER: Yes! As long as I can remember, I've been a somewhat shy and withdrawn individual, and it was

not always easy to relate to others and to develop friendships. Since joining Toastmasters, I have become more responsive to others, more open and more aware of the people around me. At times, we all try to hide our true feelings, but Toastmasters training has given me the courage to share those feelings. What it really comes down to is simply caring more for others.

TM: What are your main goals as president of Toastmasters?

STUHLMUELLER: My goals for the coming year are very simple. I want to share our program with as many people as possible throughout the free world. Today we have many reasons to be proud of our organization. We have achieved much over the past few years. As we pursue our goals in the current year I see it as our responsibility to build an organization that appeals to the people of today's changing society. There are five challenges I see as our foremost obligations:

- To remain sensitive and responsive to the needs, requirements and expectations of individual members.
- To continue to grow. If we have the will to grow and a desire to reach out there is no doubt in my mind that we will continue to expand and develop.
- To continue to develop leaders who have vision and courage. We need leaders who are capable of anticipating changes that will benefit the organization. Our organization has history of great leadership — a proud tradition that must be continued.
- To establish priorities for future educational programs and ensure that those programs meet the needs of our members so we all can realize our full potential.
- To continue to concentrate on expansion in areas outside the North American continent. It shall be our goal to encourage and promote new clubs in countries not yet represented in our membership.

TM: As chairman of the educational committee last year, you were involved in the planning that led to the expansion of the Advanced Communication and Leadership Program from a series of three to five manuals. What is the significance of that change?

STUHLMUELLER: The new Advanced Communication and Leadership Program is an exciting challenge for those who have completed the Communication and Leadership Manual. Judging

from the feedback received to date, I am convinced that the new manuals — *Specialty Speeches* and *The Conference Speaker (The Discussion Leader)* — will stimulate interest and enthusiasm in our educational program and motivate members to continue their training. I have decided to complete all five manuals because each covers special techniques that will enhance my speaking abilities.

TM: You also strongly supported the development of the new Success/Leadership Program. What is this program and how will it help individual Toastmasters?

STUHLMUELLER: This program was enthusiastically supported by the entire Board of Directors. The information we receive from clubs and districts tells us our members are ready for more diversified and comprehensive educational programs. The Success/Leadership Program is an attempt to help our members further develop their leadership abilities. The first two modules, entitled "How to Conduct Productive Meetings" and "Parliamentary Procedure in Action," are designed to be used in the club environment. Future modules now in a preliminary design stage are expected to create new opportunities for self-expression and self-development.

TM: How much do you expect Toastmasters to grow in the coming year and why is growth one of your top priorities?

STUHLMUELLER: I believe our organization is on the threshold of a great period of development and growth. The richness of our organization, which has members in many nations on every continent, should be cherished and enhanced. How much we grow will depend on our willingness to share our program with as many people as possible. There is a spirit in our organization today that makes me believe it won't be long before we will reach the magic number of 100,000 members. If we want to continue to develop the kind of programs our members deserve, if we want to develop leaders who will make an impact on today's society, then we have no other choice but to focus our efforts on growth.

TM: What can the individual member do to contribute to Toastmasters' growth?

STUHLMUELLER: The best way to attract new members to Toastmasters is by talking to people, expressing enthusiasm for our program and showing

others can build Speech Programs Bureau directly new club

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others how it can help them. We also can build membership through our speechcraft and Youth Leadership programs and by forming speakers bureaus. In addition, we all should be directly involved in the formation of new clubs.

TM: What can we do to improve communication between clubs in the United States and Canada and those in other parts of the world?

STUHLMUELLER: Since many Toastmasters travel extensively, a great way to enhance communication between clubs in all parts of the world is to urge individuals to visit fellow members who live in the areas they are touring. The distance between clubs also can be bridged to a great extent at the annual International Convention, which is drawing an increasing number of participants from clubs outside the United States and Canada.

TM: As president, you will be visiting many districts as an official ambassador of Toastmasters International. What do you hope to accomplish through these visits?

STUHLMUELLER: I hope to increase the motivation of all the members I meet. During my presidential travels, I especially want to familiarize corporate, civic and industrial leaders with our organization and encourage them to support and use our educational programs. While in each district, I plan to make maximum use of the media to publicize and promote our programs. I also hope to assist our district officers in reaching their goals for the coming year.

TM: It's apparent that many women are joining Toastmasters clubs across the world. How do you account for this trend?

STUHLMUELLER: There are more opportunities for women in the work force today than ever before and we are finding more and more women in management level positions. These women are turning to Toastmasters because they feel a strong need for effective communication and leadership skills, and they know our organization offers a training program that can help them reach their goals.

With the number of women in Toastmasters increasing, our organization also is becoming a support group for women executives who feel a need to discuss their problems and concerns

with other women in similar positions. This is a very positive trend, and I'm particularly happy to see that women are asserting themselves more in Toastmasters by seeking officer positions at all levels of our organization.

TM: As a public relations officer for Manitoba Hydro, you are deeply involved on a day-to-day basis with the energy crisis. To what extent do you feel that breakdowns in communications between governments, utilities, oil companies and the public are part of the problem?

STUHLMUELLER: The energy crisis is much on our minds these days. And, of course, it is a subject that is exceedingly broad and complex. It's unfortunate that the public has not been adequately prepared to understand the complex issues. The biggest problem, the way I see it, is simply this: Government officials and industry leaders get together and talk to each other, but no one talks to the public. The result is a communications breakdown. The public must be

involved in the process of choosing alternative energy sources. The responsibility of government and industry is to inform the public so citizens can base their judgments on facts.

TM: What should be done to better communicate the importance of the energy crisis to the public? Do you feel Toastmasters has a role in this effort?

STUHLMUELLER: One of our success stories in recent years is the growth of Toastmasters clubs in companies and organizations. I believe the reason for this trend is the fact that utilities, governments and oil companies realize that, in the past, they have been unable to communicate their ideas to the public effectively.

Consequently, utilities and many other kinds of companies are initiating comprehensive training programs to develop competent speakers who can give the public vital information. I see this trend as a tremendous opportunity for future growth in our organization. 🗣️



Restyling Political Speechmaking

by Thomas M. Marchant

Public speaking is the most important image-building tool available to politicians, but too many political speeches suffer from mediocrity.

When it comes to abusing the public tolerance for mediocre speeches, there is probably no single group of offenders any larger than "politicians." Dating back to their well-deserved reputation as "Claghorns," political leaders commit grievous sins in the name of rhetoric and oratory each year, with no let-up in sight.

Now that's some pretty stern language for people who year in and year out occupy more time behind a speaker's

Politicians simply aren't expected to give good speeches.

podium than all the beauty queens, football coaches and charity leaders combined. When all else fails, it seems, the local city councilman, legislator or water commissioner always seems "available." I'm certain that more last-minute calls go out to politicians for speeches than anyone would care to admit. Just think for a moment how many times you've heard a club president or master of ceremonies give this kind of introduction:

"Ole Joe here was kind enough to fill

in at the last minute when our scheduled speaker was forced to decline because of an illness in the family. I'm sure he's got some interesting words for us, so without further ado, let me turn the program over to our distinguished guest."

And sure enough, "Ole Joe" plods to the podium, thanks everyone many times, tells a few stale jokes, lumbers through the dismal platitudes of a well-worn address and concludes by thanking everybody again. And again. And again.

In effect, he gets away with a mediocre speech because nobody really expects him to do any better. And that's the greatest shame of all. Politicians simply aren't expected to give good speeches. A politician is expected to fill speaking time with fluff, like a minister who is afraid to talk about sin because he might offend someone in the congregation.

Obviously, these generalities are unfair to many fine political speakers. In my lifetime, however, I've listened to "Ole Joe" speeches many times more than I've heard politicians give thoughtful, well-prepared speeches.

In fairness to "Old Joe," let's figure out why such things happen.

First, Joe doesn't really know he's bad. After all, people keep asking him

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back again and again, and they never seem to complain. The fact is that nobody has the courage to tell Joe he's bad. So he makes the same mistakes in one speech after another.

Secondly, Joe accepts so many speaking invitations that he never really has time to prepare. He's never learned to say "no," and he believes that's part of his political appeal. Like an old Vaudeville trouper, Joe travels the circuit, borrows jokes and quotes from other similar speakers and rarely modifies his routine.

Thirdly, Joe is afraid to say anything really important. He dreads controversy and would rather tell 20 old jokes than make one unequivocal statement. He wants everyone to like him, so he's not going to run the risk of making anyone mad.

Joe never stops campaigning.

Whether it's the day before or the day after an election, he's looking for votes. And that's probably why he accepts so many last-minute speaking invitations when he knows he won't have time to prepare a new speech.

Joe may get away with it; in fact, he does time after time. But political speakers who fail to address important — and current — issues lower the public status of all politicians.

Overcoming Mediocrity

Office holders and their constituents often seem to be locked in a self-perpetuating cycle of mediocrity. It's probably too late to do anything about all the "Ole Joes" in politics; they'll go on boring their audiences for generation after generation — as long as civic clubs and other groups tolerate such performances. But it's not too late to suggest alternatives for conscientious and enlightened political speakers.

For each of "Old Joe's" rules of mediocrity, there are counter rules and recommendations that can help political speakers improve their images. Let's start with a few general observations.

First, political speakers should be even more interesting than experts from other fields. While the average general audience may not know much about advanced circuitry and telemetry or the adhesive gum label business, most people think they know a lot about politics and government, and they're really eager to find out what makes a real live politician tick.

Don't disappoint them. Don't be afraid to challenge or upset them. Give them a chance to disagree. In the long run, they'll be much more impressed with a serious-minded person who tells it straight than they will be with an uncommitted speaker who leaves no impression at all.

Secondly, political speakers should not always be available at a moment's

notice. While it's nice to be accommodating, it's worse to be boring and mediocre. If you're not prepared, say you're not and politely decline. Don't dust off an old manuscript and try to get one more mile's use out of it. Like an old tire, it may blow out on you.

Thirdly, speak only as often as you think your normal schedule can bear and only as often as you feel you can be exposed. Believe it or not, there is such a thing as "overexposure" for a politician, especially if he or she keeps giving the same speech.

Steps to Improvement

Having made these general observations, let's examine some specific techniques of political speech preparation and delivery. Not unexpectedly, many of the same rules that apply to general speeches also apply to political talks. For example:

- Don't talk down to your audience. Don't try to "tell them what they want to hear."
- Find out how many people will be in your audience. Nothing is more deadly than using booming rhetoric in a group of 20 or chatty asides in a group of 200.
- Discuss a topic of interest to the

Your material not only has to be to the point, it also better be right.

audience and be specific. A group of accountants, for example, would be more interested in tax reform than would a group of environmentalists.

- Anticipate news coverage and include distinctly "quotable" paragraphs and phrases in your speech. By summarizing your thoughts concisely, you practically write your own news story and that increases your chances of getting publicity.

- Be as current as possible. For example, if you're addressing a veterans or patriotic group, it's not enough to simply speak rhetorically on the spirit of Valley Forge or the Bill of Rights. It's much better to focus on current issues such as veteran's benefits, constitutional changes, etc.

- Be wary of open-ended invitations to speak on any subject. The club or organization should have some reason for wanting to hear you. The program chairman should be able to offer a few topic suggestions. If not, then respond as quickly as possible to the invitation by announcing a specific subject of your own choosing. There's nothing more deadly than an introduction that says nothing more than, "Here is Congressman Smith. I am sure he has something

of interest to tell us."

Use Rhetoric With Caution

Often, politicians have subjects in mind before they're even asked to speak. They may want to announce personal political plans or push legislation they are introducing, so they seek audiences rather than waiting for speaking invitations.

In such cases, the audience becomes part of the news event itself, and the relationship between speaker and listener is even more important. If the politician, for example, chooses to announce a new tax reform package before a Chamber of Commerce group, the audience's response may be almost as important as the announcement itself. Television cameras constantly roam through audiences looking for facial expressions, and alert reporters are obliged to get "reaction" stories to such announcements.

Political speakers should be cautious about using rhetoric under such circumstances. Their material not only must be sharp and to the point, it also better be right. And the subject must be well-researched. Political speeches are closely examined by the press and particularly by individuals who oppose the views of the politician. Even a minor factual error can destroy the credibility of the presentation and doom the politician's proposals.

In short, it's time that politicians began taking their speaking responsibilities more seriously. It's more than flag-waving on the Fourth of July. A speech is a reflection of the politician's overall abilities.

As in any other profession, public speaking is the most important tool of public image building available to the politician. If the Claghorns can be replaced by strong and forceful public speakers, it's possible — just possible — that the term "politician" itself will gain a new level of respect and understanding. That's a goal well worth pursuing. Politicians may not always be smart; they may not always be correct; they may not always agree with us. But it's not too much to ask that they communicate clearly and precisely. That's a major step toward making government work a lot better than it is today. 🗣️



Thomas Marchant, a past International Director of Toastmasters, is a member of the South Carolina House of Representatives.

A member of the Ways and Means Committee and the State Reorganization

Commission, he also is owner of Tom Marchant Associates, a real estate and land development firm in South Carolina. As a politician, he is frequently asked to give public speeches.



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thers. It's full of contractions (I'll,



they'll, we've) and lots of abbreviations. Even the most educated will slip into colloquial speech because it's comfortable. It's language in jeans instead of a dress suit.

Finally, there is formal or standard language, which can be stiff, complex — and dull — on paper. Its strait-jacket effect explains why writing teachers are constantly urging their students to "write as you speak." (See *The Toastmaster*, April 1979, p. 20.)

Obviously our Toastmasters speeches are neither as polished as the writing we find in books or as conversational as our everyday speech. They lie somewhere in-between.

And that's how you as a language evaluator should treat them. Unless you are a grammatical whiz, you can't hope to spot such subtleties as dangling modifiers, indistinct antecedents and incorrectly used gerund clauses. Nor should you try to.

Good Toastmaster speeches — and it's your duty as grammarian to point this out — should be conversational. But they should also be cleansed of slang, barbarisms, jargon and obvious mistakes in grammar.

There are limits, of course. Conversation can become extremely sloppy. Comedian Steve Allen has one routine in which he holds up a series of cards on which are written "words" which, Allen states facetiously, should be in the dictionary. They aren't words but written corruptions of phrases we all, unfortunately, use in conversation. For example, Allen's "Jaeatjet" translates into the question "Did you eat yet?"

As a grammarian you've got to recognize there's a vast difference between written and spoken language. We write in sentences. We speak in phrases. If you doubt this try, as I have in my work as a business reporter, to transcribe, word for word, a taped interview. In answer to my question, an executive will make a dash at a thought, develop it, break it off when it gets too involved and then start over again on the same subject. Nouns and verbs are sometimes omitted. You won't find precisely phrased sentences, beginning with *the* and ending with a period.

However, when this reporter straightens out the syntax, rearranges the sentence structure, this conversation provides great quotes for the completed story. That's because it's natural, conversational English — colorful, down-to-earth, full of the interviewee's personality and feelings.

Or, try to do it the other way. Write out a speech and literally read it word for word. You will certainly speak in more logically organized phrases and sentences. You are likely to use words you don't use in conversation. You

won't repeat ideas. You won't use the same word over and over. You'll spot the repetition and look for substitutes in *Roget's Thesaurus*. Even the pronunciation will be improved.

When I write a speech, I type it all in caps on 3x5 cards as a series of phrases with dots between them to indicate pauses. Words or phrases to be emphasized are underlined. I try to write the speech down as if I were recording my own delivery of it.

Evaluation Criteria

If you are a grammarian, what do you have to work with in criticizing a speech? Obviously you can't comment on spelling and punctuation. You are left with *words, phrases and sentences* to deal with and your ear has to do all the work.

First, let's consider the *words*. Were they pronounced correctly? Were they used correctly? Was any particular word used too much? Or was it repeated strictly for emphasis? (That's a plus.) Were the words colorful, active? Were they trite or dull?

Did the pronouns relate back to a specific noun or were there a bunch of lonely words such as *that's, this, these* and *its* searching for an owner? Did the verbs, adjectives and adverbs have life

There's a vast difference between written and spoken language.

and vitality? Did the speaker correctly use words not usually found in conversation? Did you, as a grammarian, hear words that sent you to the dictionary?

Watch for slang, barbarisms, provincialisms and jargon. Slang — words that become out-of-date as times change — may be appropriate in some speaking situations but usually should be avoided in a speech.

Barbarisms are good words corrupted into bad ones. An example is the use of *unbeknownst* instead of *unknown*.

Provincialisms or localisms are words peculiar to one section of the country, either in terms of pronunciation or meaning. The words *creek* and *root* are pronounced quite differently in the eastern U.S. than they are in the Mid-



Paul Cathey, ATM, is a member of Jenkintown, Pennsylvania Club 2684-38 and former governor of District 38. A professional writer, he also is senior editor of *Iron Age*, a weekly business magazine for the metals industry. He has been a Toastmaster since 1958 and has written a number of articles for *The Toastmaster*.

west. The correct pronunciation depends on where you are. In terms of word meaning compare the British *lift* with the American *elevator*. Again each is correct — if used in the right place.

Watch out for excessive use of jargon — that correct, but esoteric language used within a profession or educational discipline. Psychologists love to use such terms as *role model, reinforcement, goal-oriented, dynamic, self-understanding* and *crisis intervention*. But only they know exactly what they mean. In similar fashion, doctors, lawyers, engineers, scientists, teachers and other professionals have special vocabularies that should be reserved for shop talk or technical papers.

When evaluating sentences and phrases, a grammarian should think in terms of what books on rhetoric fondly refer to as *unity, coherence* and *emphasis*.

First, *unity*. Does the sentence strike the ear as a complete, logical unit? Does it consist of one thought, one idea? Does it contain some unneeded, irrelevant matter? Are there gaps in thought? Is it actually two sentences rolled into one? Does it contain obvious slips in grammar?

The speaker who habitually uses such expressions as *going nowhere, don't have none* or *I seen you*, has a long way to go. In correcting him or her you are trying to undo speech patterns learned in childhood. Change may be next to impossible. Don't overload the speaker with a long list of mispronunciations or grammatical errors. It's better to call attention to one or two glaring errors and let the speaker concentrate on correcting them.

Next, *coherence*. Did each sentence make sense? Did the verbs and subjects agree in number? Were there slips in tense — moving illogically from the past to the present or vice versa? Did the speaker use active voice (I robbed the bank), rather than passive voice (The bank was robbed by me)?

Finally, there is the matter of *emphasis*. The important parts of a sentence should be stressed. The strongest sentence structure puts the emphasis at the end. (They left us there — to die.) The beginning of the sentence is the second best place to emphasize a point — but it's a better spot for emphasis in writing than in speaking. Emphasis is easier to achieve in a speech than in writing. The speaker can gain emphasis by repeating the same word dramatically and by using gestures and vocal variety.

When you are a grammarian, address all your end-of-the-meeting comments good and bad, to the speaker involved. There's no point in reading a long laundry list of suggestions and observations unless you identify the person whose speech you're responding to.

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Consider this: The speakers may not be aware of the mistakes they are making. They may not realize which of your comments apply to them. So don't have any doubts in their minds. If you really want to help them, you must always name the speaker you're evaluating.

When you're assigned to be language evaluator, try to mention everyone who speaks in your comments. Don't just concentrate on the main speeches. Direct some attention to the Table Topics speakers, the Toastmaster, the evaluators, the presiding officer and, yes, even the timer if he or she precedes you on the program and some comment is indicated.

Consulting Reference Books

What can the club do to make the grammarian's assignment more meaningful? There should be a dictionary at every meeting so the grammarian can check the meaning of words and their preferred pronunciations. Have the club buy one or assign a member to bring one regularly.

The meeting is not the place to delve into books on rhetoric. Such treatises can be mighty dull reading under any circumstances. If you must have a grammar guide, the standard reference for writers and speakers is Fowler's *Modern English Usage*.

If you or other club members are interested in pursuing the subject, I recommend some other books on grammar that will entertain as well as inform. Edwin Newman of NBC has written two delightful books on language and its use — *Strictly Speaking* and *A Civil Tongue*. The late Theodore Bernstein, a former assistant managing editor of the *New York Times*, wrote three very useful books on grammar — *Watch Your Language*, *More Language That Needs Watching* and *The Careful Writer*. And one of the best books ever written on language is Mario Pei's *The Story of Language*.

If your club has a member who is an especially good grammarian, give that individual the assignment often. Give others a chance to practice this role but use your best grammarian often enough so that his or her techniques will rub off on other members.

Your best grammarian will not necessarily be someone who works with words such as journalist, teacher or an advertising copywriter. Although I've been writing for about 40 years, I am surpassed as a grammarian in my own club by a man who manages a computer operation. He's good because at one stage early in his life he became disgusted with his poor pronunciation and ghastly grammar. Making a resolve to improve, he instructed those about him to call every mistake he made to his

attention. Not having known him at that time, I find it hard to believe he was ever anything but a polished, precise speaker. Now he sincerely wants to help others improve. He listens — really listens — and he catches mistake after mistake. He'll offer suggestions, in a helpful way, even when he's not acting as grammarian. If your club has such a member make him or her the language evaluator at least once every four or five meetings.

One final thought: Should you, as language evaluator, try to work your comments into a mini-speech? The answer is yes! After all, every assignment in Toastmasters is an opportunity to construct and deliver a speech. This will be difficult at first if the grammarian's role is an uncomfortable one for you. But give it a try. You could become the best-talking grammarian around. That's the stuff Toastmasters are made of. 🗣️

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An executive seeking success needs an executive-minded secretary who can offer advice as well as assistance.

A Secretarial Guide to Effective Management

by E. Manns

If executives turned to their secretaries more often for advice, they'd probably become more efficient, more effective and more successful. Your secretary probably knows your strengths and weaknesses on the job better than anyone else. She — sorry, Gloria Steinem, the majority of secretaries are still women — can identify ineffective business practices that you've been too busy to notice. And she may even be able to tell you how to solve those problems. Yet secretaries usually are the last to be consulted when executives need advice. The following tips from secretaries will help you discover the ways in which these often unacknowledged office experts can make an executive's job more rewarding.

Choosing Your Partner

The first and most important step in efficient office planning is to employ the right partner. Unfortunately, the standard interview too often begins and ends with questions such as "How fast do you type?" and "Do you take shorthand?" But what does the job require beyond basic skills? The professional secretary is more than an extension of the telephone and typewriter. She possesses or is encouraged to cultivate a sense of humor, tact, dependability, loyalty, discretion, initiative, stamina, genuine friendliness and concern for others.

And she is as executive-minded as you.

In addition to qualifications, you also should consider stability when hiring a secretary. Does the applicant like her career? Is she a professional? Does she genuinely want to be deeply involved in your work, or is she just killing time?

Does she want to "move up"? Career advancement is certainly to be encouraged but, meanwhile, will she devote herself to your efforts and stay with you an adequate amount of time? Find out, or you may waste valuable time and money training someone who won't be dedicated to her job.

Working Together

Now that you've found each other, it's imperative that an understanding be reached immediately. Whether you are reorganizing with your present secretary or starting fresh with a new

A good secretary can make you a better executive.

one, don't stumble in the dark hoping things will work out. If you consider each other as partners and attack work as a team, the job will get done more efficiently, more quickly and less expensively. This requires concerted effort and planning. The following suggestions will help you establish a strong working relationship:

- *Communicate.* The quality and quantity of your secretary's help depends a great deal on you. Effective communication is vital.

Your secretary must fully understand your role and the functions of your superiors and coworkers. She should be aware of the image you want your company to have and how she can enhance it.

Don't hesitate to express your preferences and dislikes and be sure to consider hers. Of course, you are the boss.

You can crack the whip. But rule by fear is poor management, and you'll probably never keep a professional secretary very long if you are intimidating. Compromise makes for a more harmonious and productive office.

- *Forgive and Forget.* Both of you have more important things to do than to hold grudges. Resentment causes anxiety, depletes energy, wastes time, chips away at productivity and eventually can destroy a good relationship, so discuss significant differences as soon as possible.

- *Accentuate the Positive.* Complaining wastes time and energy. It's necessary and valuable to examine things that go awry so that history won't repeat itself, but dwelling on mistakes never helps. Learn from them, then move ahead.

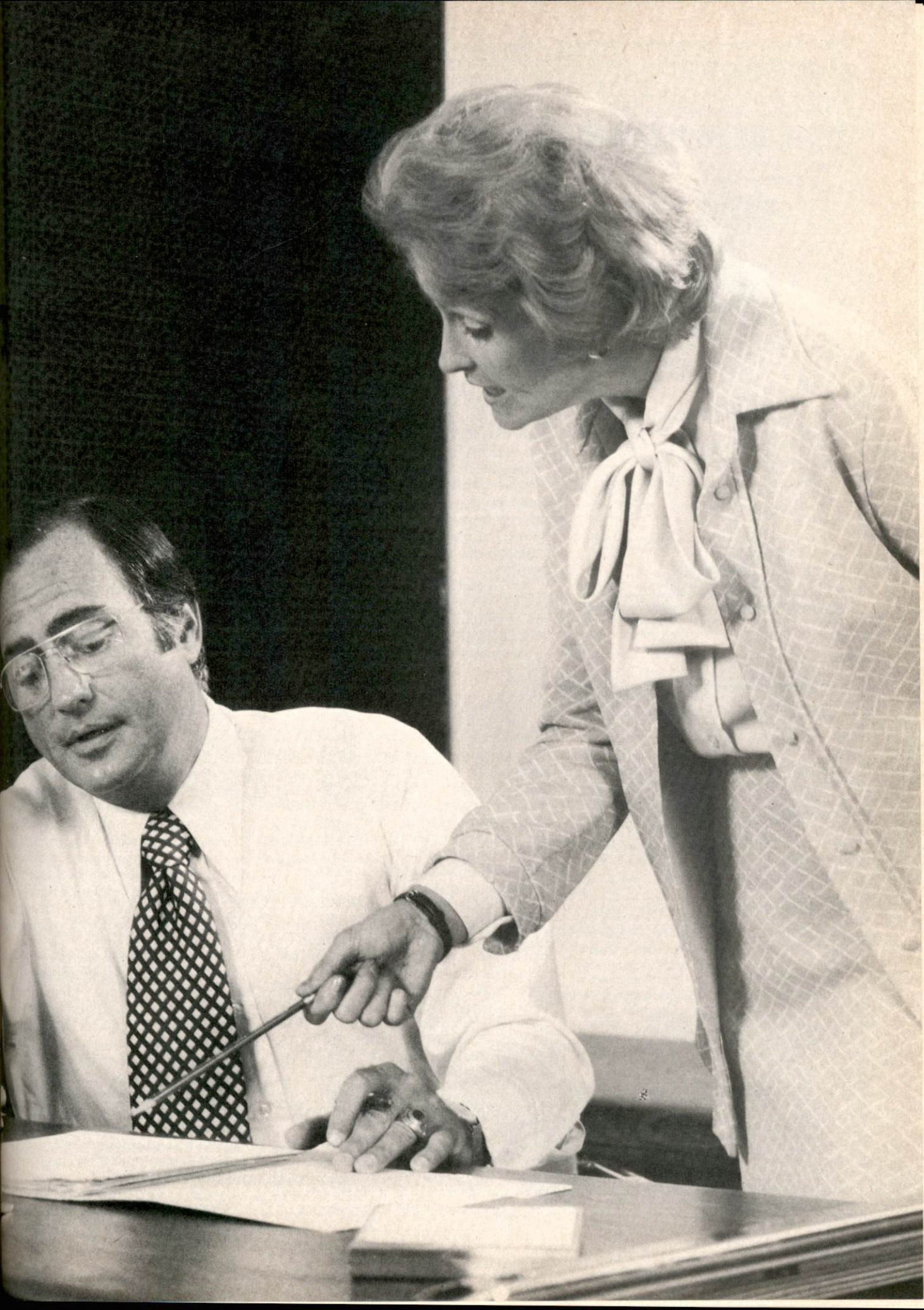
Susan's boss often gets discouraged when things don't go perfectly. "It really affects all of us," she sighs. "Office morale drops, and everyone walks around as if there had been a death in the family."

A Willing Worker

A professional secretary is an important member of your team and should be regarded accordingly.

Be sure to back her up. If criticism is justified, do so constructively and in private. Listen to her point of view. And if you always give credit where credit is due, she will sing your praises all over the company.

Delegate as much authority as possible to your secretary. If she's capable (of course, she is, you hired her didn't you?), continue to increase her responsibilities. In turn, your own workload will be lightened, so you'll get more done in a shorter period of time. Each added trust increases your secretary's



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self-esteem and creates new challenges. As a result, your secretary will want to do even more for you.

Encourage your secretary to ask questions. The only truly stupid question is the one that goes unasked. Peggy hesitates to question her boss because she fears ridicule. She explains: "My boss makes me feel like a dunce if I ask him to repeat instructions. He tightens his lips and just rattles them off again. I hardly bother to ask any more when I'm unsure of something. I just do what I assume he wants done. Often, I wind up redoing things, which means other work suffers or is delayed. But who wants to be put down?"

Exchange Ideas

Start and end your day in tune. Allow 15 minutes first thing in the morning to plan important points of the day with your secretary and 15 minutes before closing to wrap up loose ends. Then you need only touch bases briefly throughout the day, because each will know what the other is doing. Using these 30 minutes constructively will prevent numerous interruptions, scattered questions, vague directions and improperly done assignments — all unnecessarily time, money and energy wasters.

At the end of the week, review the progress of ongoing projects, and discuss a general plan for the following week. Monthly, take stock of your procedures and programs. Discuss what old business and old ideas can be closed out.

It's important to encourage a frank exchange of ideas at each of these daily meetings. Have there been hurt feelings, misunderstandings or substantial disagreements? Do you have criticisms or praise to convey? Don't assume the other person knows how you feel. Talk about the issues in an adult, caring manner. Asking, "What do you think? How do you feel about it?" prompts further discussion and gives you a chance to clear the air.

Getting Organized

How long or real is time? You can't hold it in your hand or put it in the bank, but it's so valuable you must learn to control it, or it will control you. Helping you control your time is one of your secretary's most important functions. Help her to help you.

Think of each significant task as a "project" that must be attacked and your work will be completed much sooner, easier and more thoroughly. Implement a time table with a starting date, sessions to review progress, follow-up and a targeted completion date.

Evelyn maintains a folder for each project. Along with specific guidelines, goals and other pertinent data, each folder contains a list of key personnel

assigned to the job, their duties, plus the data they are to provide for her boss and when it is due.

With the compilation of project folders, Evelyn has discovered that, "Half the battle is won for my boss and the rest of the staff. It forces everyone to carefully examine objectives and plans to execute them. It's a great procrastination killer, too."

Evelyn helps her boss oversee projects by doing research, coordinating material with other personnel, reminding them of deadlines, scheduling periodic follow-up meetings and alerting her employer of any snags along the way.

Your secretary isn't the only one who should keep folders. You should have at least two in your office, one marked "Reminders to Secretary," the other labeled with your name. In the secretary's folder, place notes containing routine requests, questions and reminders. (Make sure your handwriting is clear and the note is complete so no time is wasted in deciphering it.) The folder marked with your name will be used for similar notes to you by your secretary. This system helps you elimi-

Back up your secretary. Criticize privately — and constructively.

nate unimportant interruptions throughout the day.

Evelyn and her boss have agreed on a mutually acceptable time for her to be away from the office to complete routine, but time consuming tasks. "Frequently," she says, "you can kill 10 or 20 minutes just waiting your turn to xerox copies. And running back and forth on errands also takes time." Evelyn says she tries to save such activities for quieter periods during the day.

Also use those quieter periods for dictation. Unless it's an emergency, don't allow telephone or unscheduled visitors interrupt you.

Be prepared to give dictation by organizing your thoughts and jotting down ideas in advance. Have necessary related files and pertinent additional materials at hand. Speak clearly and at moderate speed. Ask your secretary to read back all dictation. This is a safety measure for both of you. It ensures that you've dictated what you meant to say. And it also allows your secretary to fill in any missing words and change misunderstood information so she doesn't have to waste time later retyping incorrect transcriptions.

Part-time Help

To alleviate your secretary's work-

read for more important responsibilities (and thereby relieving your own), consider hiring a part-time secretary to assist her. This part-time secretary might be a dependable college student or housewife skilled in office practices who wants to work one or two days a week. This would especially pay off if your secretary is ill or on vacation.


When your secretary is out of the office, you won't panic or feel helpless if there's a detailed procedures manual on hand. It'll keep you and your secretary's temporary replacement on course. The manual should be enclosed in a looseleaf binder for easy updating and should contain information such as a list of names, addresses and home and office numbers of important clients and contacts, samples of frequently used forms and an explanation of your office's filing system. This procedures manual will be one of your most valuable time-saving tools when your secretary is not available to assist you.

With a procedures manual such as this, you may not be lost without your secretary, but you'll certainly miss her. A good professional secretary will do so much to make your job easier that you may not even realize how much you depend on her until she's gone. Your secretary can help you advance

your career by giving your office an efficient, productive image.

If you recognize and respect your secretary's abilities and encourage her to show initiative in her job, you'll win the admiration of your superiors and coworkers. With just a tinge of envy, they'll ask: "How do you do it?" They respect you for having a smooth-running organization and a competent, cheerful staff that anyone would want to join.

A call or visit to your office and your boss speaks to a friendly, intelligent secretary who has the answer or can be

depended upon to get it. Your boss doesn't worry about your projects; he or she knows they're always completed on schedule. You are in control. Finally, your boss sees that you value the company's time and objectives as much as he or she does. So, when there's a promotion to be made, you are likely to get it. See how it pays to take a secretary's advice? 

Ms. Manns has been a secretary intermittently for 15 years. She also has produced local television shows and is currently a freelance writer.

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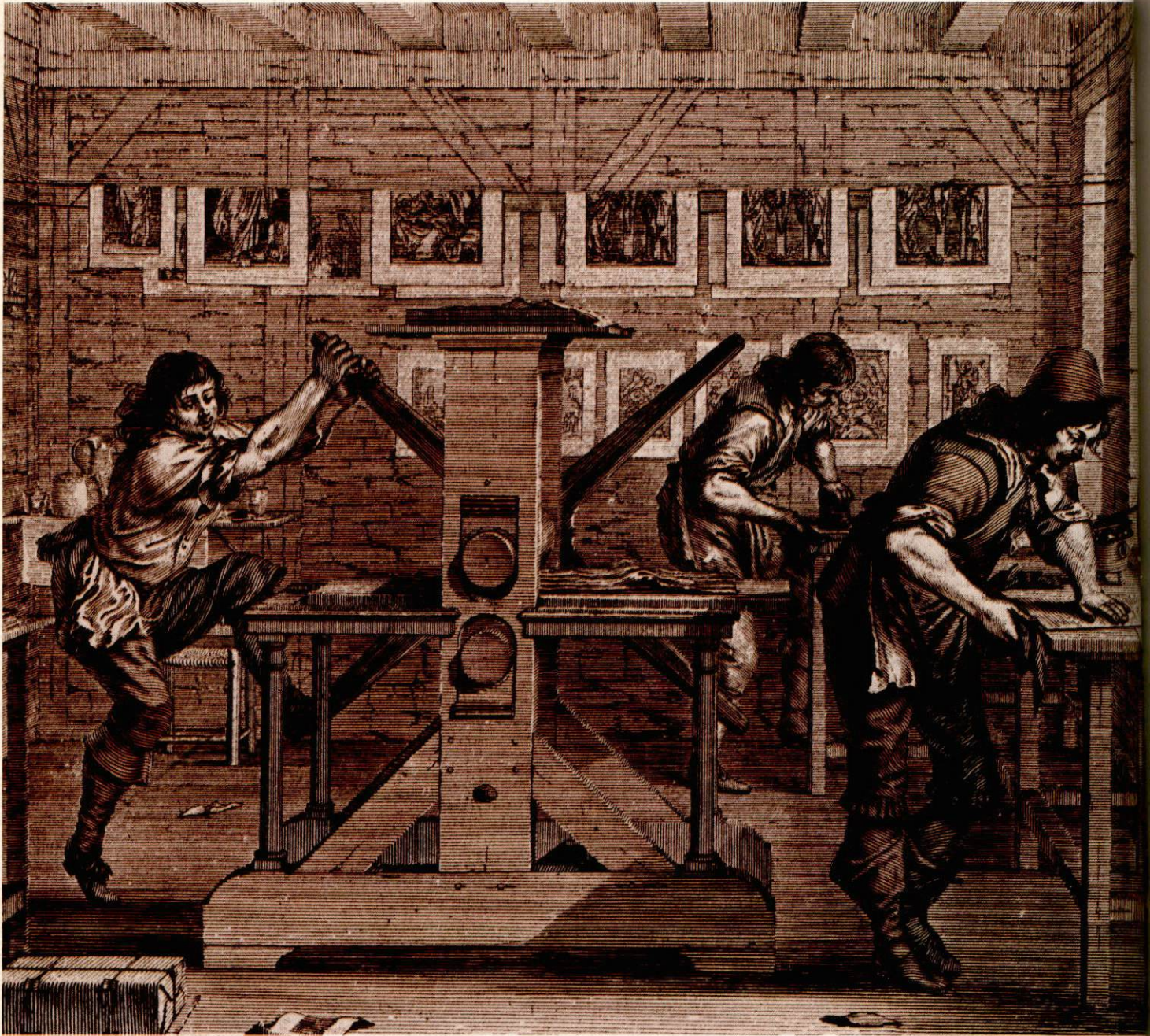


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How would you like to extend your sphere of influence to thousands of people? As a Toastmaster steeped in the art of communication, you are no doubt already in love with words, intrigued by new concepts and in pursuit of personal growth. If so, why not explore another vehicle for expression and self-development? Put your talk into print! You're a natural to write and publish your own book.

Being an author is not unlike being a speaker. The information is simply packaged a little differently. Good speeches become even more potent communication tools when expanded in written form. Yes, you can turn eloquent speeches into powerful books.

Today people from all walks of life are writing and publishing their own work. Business executives, professionals, homemakers, educators, corporate executives — all are finding it makes sense to share their specialized knowledge.

That's what Tom Rusk and Randy Read did. Both are psychiatrists with dynamic practices, and they decided to amplify their work by writing *I Want to Change But I Don't Know How*. The pair formed a publishing company, dubbed it Blue Pacific Books and launched their own self-help manual. Not only has the book gone into a second printing, the doctors are now in great demand as professional speakers.

Another self-publishing author and public speaker is Don Dible. He wrote his book, *Up Your Own Organization*, because he was frustrated by the lack of written information for the beginning entrepreneur. Little did he know that the book based on his own experiences would be so popular. He's sold almost 100,000 copies to date — and they're still in demand.

Shirley Herd Deal has also written from personal experience. After spending three months at sea in a 39-foot sailboat, she was well equipped to author *The Cruising Cook*. It contains almost 200 galley-tested recipes, some 60 boating tips and more handy hints than you could imagine.

The list of self-published books goes on and on. It includes such titles as *How to Avoid Probate*, *Winning Through Intimidation*, *How to Be Your Own Best Friend*, *Dollars in Your Mailbox* and *How to Form Your Own Corporation Without a Lawyer for Under \$50*. Then there's the *Incomplete Runner* and the phenomenally popular *How to Keep Your Volkswagen Alive*, which has sold almost one million copies!

Our experiences with private publishing have been very positive. *Discover Your Roots*, our first title, is carried by libraries in nearly every state in the union. *Creative Loafing* is used by many of the Fortune 500 companies in their pre-retirement planning programs, and many people are approaching us about distributing *The Encyclopedia of Self-Publishing*.

You, too, may be sitting on information or an idea that, when put in book, booklet or newsletter form, will improve the quality of life for others and contribute to your own self-development. People will gladly pay for the specialized knowledge you've gained through experience. Norman Dacey realized that. Before 1967 he made a living as a professional estate planner. Now, having capitalized on that knowledge and authored the highly successful *How to Avoid Probate*, he has a much larger income and greater earning potential.

A book is the ideal product. Once

Books are ideal products. Once copyrighted, they they can't be duplicated.

copyrighted, no one can duplicate it. And direct marketing techniques lend themselves beautifully to the process of merchandising information.

A book gives its author other advantages. It qualifies you as an expert. You'll be sought after and respected in your field. This means added visibility. Television and radio talk-show hosts will be interested in interviewing you. Newspaper coverage will suddenly be easier to obtain. Additional speaking engagements will be tossed your way. These are excellent opportunities to enhance your professional standing.

Finding a Topic

How do you know what subject matter will sell?

"How-to" and self-help books are extremely popular today. Look for a slant that helps people make or save money. Or tell people how to improve their health or how to make themselves more appealing to the opposite sex. Readers also look for books to help them develop their potential and function more effectively. These are all highly marketable subjects.

Once you've decided on your subject and the most appealing treatment, it's

time to actually package your information into a book. We've found the easiest way is to start jotting down the main points you want to cover. Don't worry about order at this point. Just capture the full scope of what is to be included. Climb out of yourself and look at the subject from a neophyte's eyes. What are the basics a person needs to know? Are there anecdotes or stories that you can include to make it more interesting? With anecdotes, you can take a manuscript that's like a mild processed cheese and give it the rich bite of a sharp Cheddar.

Is some research needed to make the presentation more complete? If you're gathering much diversified information on a broad subject, as we did for *The Encyclopedia of Self-Publishing*, it's wise to sort through the material and find the common denominators. Then set up file folders so you can organize your book by sections rather than trying to create a logical form out of the mass.

The actual writing comes next. A nonfiction book, like a speech, has a beginning, middle and end. Don't try to impress the reader with your technical vocabulary. Communicate! Tell your story in simple everyday language. Since most people tend to overwrite, after you've done what you feel is your best job, go through and see how many words (or sentences and paragraphs) you can pare away without weakening the message. Tight, snappy copy is a joy to read.

Becoming a Self-Publisher

At this point you're ready to set up a publishing entity. As a self-publisher, you are an entrepreneur. It's a good idea to choose a company name that includes the word "press," "publishing" or "books." Avoid using your own name — you want to establish yourself as a publisher, not a self-promoter. Now investigate business licenses, fictitious name procedures and resale permits that may be required in your area. You'll also need letterhead and envelopes for your new firm.

While it's impossible to explain publishing activities in detail, it would be a disservice not to stress important preliminary steps. It's vital to copyright your material, to get an International Standard Book Number (ISBN) and to write for Cataloging in Publication data. These are the signs of a professional. The ISBN is a key to bookstore and library sales. It is the social security number for your book and is used widely for ordering purposes.

The manufacturing phase comes

books.

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STMASTER

what's your secret?

As a TOASTMASTER, you're a dynamic speaker. You know how to get your ideas across to people. With impact. You're a **showman**.

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Explore Your New Educational Opportunities!

Attention CTMs: Toastmasters has produced two exciting new manuals for you to choose from as you continue your self-development through the Advanced Communication and Leadership Program. The latest titles in this educational series are **The Conference Speaker** (The Discussion Leader) and **Specialty Speeches**. Also available are **The Entertaining Speaker, Speaking to Inform and Public Relations**.

When you submit your CTM application to World Headquarters, be sure to name the three AC & L manuals you most want to complete. They will be sent to you as soon as possible at no charge. Additional manuals are available for \$1.25 each plus 20% for postage and handling. California residents add 6% sales tax.

next. Will you type the book yourself or opt for the traditional approach of typesetting? Analyze how your book will be used and merchandised. If sold primarily by mail order, for instance, typesetting may not be necessary. Mail-order buyers seek hard information, not fancy trappings. If using a typesetter, shop around. Compare. Ask questions. Whenever possible, let vendors "educate" you.

For printing, we recommend a book manufacturer rather than your neighborhood printer (who may do an excellent job on forms and stationery, but isn't equipped to handle books). It's important to see samples of the manufacturer's work. Is the print crisp? Are the pages straight? Get price quotes from several and talk to their customers. Do they deliver on time?

We suggest that self-publishers print 2000 copies on the first run. While the unit cost plummets at higher quantities, it's wiser to allocate that extra capital for advertising and promotion, rather than to print 10,000 books and have no money left over to move them into the marketplace. The best book in the world will not sell while stacked in your garage.

Don't overwrite. Tight, snappy copy is a joy to read.

What should you charge for your masterpiece? To make money, your book must be marked up at least five times the first-run production cost. That means if you spend \$2 per book on typing, editing, typesetting, cover design and printing, the retail price must be at least \$10. If you widen that one-to-five ratio, your profit margin will be even larger.

Promotion and Distribution

Once you have a finished product, there are hundreds of newspapers and magazines that will give you free publicity. This usually comes in the form of book reviews. We've had our books reviewed in all the major book trade sources: *Publishers Weekly*, *Library Journal* and *Booklist*, to name a few. Of course, the book review editors of major city newspapers will be at the top of your list. And there are countless syndicated columnists who cover topics as diverse as dream interpretations and pet care.

Advertising to target audiences is another prime way to generate sales. Suppose you have a book on motorcycle maintenance. Places you might take an ad would be the *Biker*, *Modern Cycle*, *Custom Bike*, *Cycle World*, *Easyriders*, *Woodall's Trailer & RV Travel* and *Family*

Motor Coaching. A word of caution: Start small — test, then graduate to a larger display ad. Or, you can rent a mailing list of subscribers from a magazine and put together a package to send them. Spending advertising dollars in one narrowly focused area, even with a small budget, can bring dramatic results.

Of course, you will also want to tap traditional book distribution channels. These include bookstores, wholesalers, libraries and sometimes schools. Bookstores will expect a 40% discount and a return privilege. Wholesalers require an average of 50% off the list price, but because they buy in larger quantities this is still advantageous. After you've had good reviews in the major trade sources, it's time to go after the libraries. They will buy at full price and won't expect to return books. Books can be adopted as regular or supplementary texts for classroom use. Our *Discover Your Roots* is used by one school district as a supplementary text in junior and senior high school history classes.

Perhaps the most intriguing aspect of the self-publishing business is the promotion process, which offers many opportunities for creativity.

Books need not only be placed in traditional outlets. A volume on herbs could be merchandised in health food stores. A book on personal relationships might be distributed by marriage and family counselors while a guide to restaurants could be sold in each of the places it evaluates. The possibilities are endless. This is the type of merchandising that turns a dust collector into a fast-moving book. And it's marvelous mental exercise!

Sometimes books serve as launching pads for new and entirely different ventures. John Thie, a California chiropractor, wrote a book called *Touch for Health* in 1973. Thie has since established a Touch for Health Foundation, which has given him a base for nationwide speaking and teaching opportunities.

Yes, self-publishing — putting your talk into print — can be a very exciting experience. For some, it is a do-it-yourself way to success. For all, it is a chance to make a contribution to the lives of others and a challenging opportunity for personal growth and fulfillment. 🍀

Marilyn and Tom Ross are the cofounders of Copy Concepts, Inc., a writing and publishing consulting service in San Diego, California. Their most recent book, *The Encyclopedia of Self-Publishing: How to Successfully Write, Publish, Promote and Sell Your Own Work*, is available for \$29.95 from Communication Creativity, 5644 La Jolla Boulevard, La Jolla, CA 92037.

For getting to the heart of the matter, professionals have developed these special interviewing techniques.

The Delicate Art of Asking Questions

by John Kord Lagemann

Americans, it has been said, fondly believe that they have three natural-born skills — making love, playing poker and interviewing. The fact is, however, that each of these “natural” skills can be improved. And not the least to benefit by study and application is the last: the art of obtaining information.

No matter who we are or what our way of life, it has become increasingly important to discover what people feel and think — about almost every subject under the sun. When we hire someone or apply for a job, when we discuss our work with a boss or a subordinate, when we see our doctor, our banker or the children’s teacher, we interview and we are interviewed. Even when we talk with husband, wife, children, friends, we are often in the position of the interviewer, trying to get beneath the surface and find out what *really* happened or what someone *really* thinks.

How can we do this more successfully? A number of techniques, developed by experts, are useful:

- **Recognize that every encounter is emotional.** There is no such thing as an impersonal meeting of minds. Look forward: There’s a human awareness, an

exchange of feelings, with the waiter who takes your luncheon order, the clerk who adds up your bill at the supermarket, the unseen person at the other end of a telephone wire. (Witness the difference, the *impersonality* of it, when the telephone voice turns out to be recorded.)

But to enter into any real give-and-take we have to let down our defenses. “Every human encounter is an emotional experience in which we risk some

To enter into any real give-and-take, we must let down our defenses.

of our self-esteem,” said the pioneer psychiatrist Dr. Harry Stack Sullivan. “Under stress of that anxiety, people may become suspicious or resentful or downright hostile.”

How can we penetrate this defensiveness and find the answers we seek?

- **Make your purpose clear.** “When you start asking questions,” says the noted pollster Dr. George Gallup, “the

other person immediately wonders, ‘Why does he want to know?’ Unless your purpose is clear, he may be reluctant to talk, or he may seize the opportunity to tell you all about his problems.”

When you go to your doctor for an examination, the situation is self-defined and the doctor can ask you intimate questions, which you would resent from anyone else. In applying for a loan, though, you accept questions from a banker that you would resent from your doctor. It’s a matter of defining the situation, and a clearly understood agenda lessens the natural anxiety that otherwise impedes the flow of information.

How often have you said, “But why didn’t you *tell* me what you were after?” Once at a party someone I’d never seen before started questioning me about an old friend. How long had I known him? What did I think of this and that thing he had done? When I asked a little huffily what business he had checking up, he said, “Oh, Lord, didn’t you know? I’m his brother!”

- **Respond to expressions of feeling.** This is a powerful tool which many professional counselors — clinical psy-

chologists, doctors, ministers — have learned to use in getting to the bottom of personal problems that people bring to them. Instead of trying to reassemble the facts (who said or did what to whom) or to give specific advice, they listen for and encourage all expressions of feeling, however faint or fleeting. Statements that begin "I feel" or "I wish" or "I don't care if," the interviewer acknowledges, perhaps by repeating their content. Or the interviewer may just note, "You feel very strongly about that, don't you?" or "Is that so?" Having such feelings recognized, without judgment or criticism, often has an almost magical effect in making a person open up. The truth comes out, and with it, often, self-insight.

A friend in the hospital told me about one of his roommates, Sanderson, who had upset the whole floor with his constant petty complaints and even threats of lawsuit. The head nurse and the resident doctor tried to question him in detail about his grievances but could get nowhere. Finally an intern got to the root of the trouble.

"They don't care what happens to me," Sanderson said.

Quietly, the intern rephrased the statement: "It seems to you the nurses don't really care."

"It's as if the whole world had turned against me," Sanderson said.

"It makes you feel lonely," said the intern, again responding to the feeling instead of impatiently brushing it aside to get at "the facts."

That was what the patient needed, someone who paid attention not merely to his ailments but to *him*. He opened up and talked at length. Most of the things that annoyed him were trifles, and now that someone understood, the unavoidable inconveniences no longer upset him.

People skilled in human relations have always used this potent technique of listening for emotional overtones. Often in this way they achieve a true understanding so fast that it baffles the purely fact-oriented.

• **Learn the art of open-ended questioning.** Don't ask too many questions. Instead of the cross-examination approach, professional interviewers today often start just by getting people talking — about the weather, sports, anything. And for depth interviewing they have developed the open-ended question, which does not restrict the other person but lets him or her assume the initiative and carry the conversation in any direction.

A teacher I had in college used this technique skillfully to release ideas and talents within his students. Instead of just lecturing, he would bring up a point

developed in something we'd read, then ask one of us, "How about that?" or "What do you think?" By responding with an occasional "hmm," or a flickering smile or a puzzled frown, he would keep us on that elusive rainbow path that leads to an original idea. We frequently had the experience of discovering that we knew more than we thought we knew.

• **Don't tell the other person what to say.** According to expert pollsters, "feedback" from the interviewer's own predilections or wishes is the greatest single source of error in public-opinion polls. Quite unconsciously we throw out clues that suggest what we want people to say. That's why a top executive often has a hard time avoiding yes-men. Parents often run into the same trouble when they try to find out just what their children are up to.

"In polls, some of the best respondents are teenagers," says Pearl Zinner, of the National Opinion Research Center of the University of Chicago. "This always amazes parents, who say, 'They never talk to *us* that openly.' The reason frequently is, of course, that the children feel they must doctor reports of their thoughts and activities to avoid unpleasantness."

Protecting pride is a vital part of getting information.

• **Watch your wording.** Finding in the other person just what you expected to find usually means that you are putting words into his mouth. At a birthday party for eight-year-olds, I saw the guest of honor reach for the last piece of candy while asking, "Nobody wants any more candy, do they?" Adults are hardly more subtle.

Because of this human tendency, "question building" for professional polls has become an art in itself. "Tricky or badly constructed questions can push or mislead others into giving completely false answers," says Stanley L. Payne, author of *The Art of Asking Questions*.

Suppose you are measuring opinion for and against a certain political project. You could ask, "Should the state issue bonds for the money?" Or you could ask, "Should the state go into debt for this?" As Payne points out, both may present the issue accurately, but one question is loaded to produce favorable answers, the other to arouse opposition.

A name can inject an emotional charge into an issue. "Do you agree with President Johnson (or Eisenhower) that. . ." is one way of loading a ques-

tion. "Do you agree with the Red Chinese that. . ." is loaded to draw a high percentage of "No" answers. Questions that ask if people are for something always get more favorable answers than those which ask if they are against something.

• **Protect the other person.** Detectives, novels and courtroom dramas usually show an interview as a duel of wits in which the object is to probe for the other person's weak spots. In real life, detectives, lawyers, social workers and others who have to ask for sensitive information generally follow the opposite rule — they lead to strength. The reason: Looking for weaknesses always puts the other person's guard up. Recognizing a strength creates a bond.

Protecting the other person's pride is a vital part of getting information. As economist Stuart Chase points out, "Veteran interviewers in an unemployment survey would never ask, 'You're not working now, are you?' but rather 'Are you looking for a job right now, or waiting for a while?'" An expert marriage counselor does not ask, "What do you and your wife quarrel about?" but "When conflicts arise, how do you try to settle them?"

• **Start where the other person is.** "Beginners," says Dr. Leslie A. Osborn of the University of Nebraska College of Medicine, "often rush into an area of feeling where the other person is not yet ready to admit them. They sometimes build up so much resistance they never even get close."

Worried heart patients, for example, may have to discuss the effects of the illness on their work and family before they can plunge into an objective discussion of symptoms. A person preoccupied with immediate problems cannot be expected to shift focus instantly and give a pollster meaningful views on foreign policy or abstract art. It's up to the interviewer to find out what is on the other person's mind and to start from there, for the shortest distance between two subjects or points of view may well be the long way around.

The successful interview, more like a good conversation than an interrogation, leaves the interviewed person feeling somehow heartened and uplifted. Why? Red Barber, after 30 years of successful interviewing for radio and TV said, "The Greeks had a word for — *agape* (ah' gah pa). It's one of the most wonderful words in existence, and it means broadly 'to have concern for.'"

To have concern for the other person, and show it, is the rule that makes all the others work. 🗣️

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Two Steps Toward Better Speaking

Q "I've been told that the opening and closing are crucial to the success of a speech. What advice can you offer to help me start and end my speeches effectively?"

A (Ed. Note: The following response was provided by Cavett Robert, a former recipient of Toastmasters' Golden Gavel Award. One of America's top speakers, Robert is recognized internationally as an authority in the field of human development.)

Regardless of how beautiful and magnificent a picture may be, we know that unless it has a beautiful frame it loses much of its significance. The opening and closing of a speech is similar to the frame surrounding a picture.

In approaching the opening of your speech, consider this vital fact: Speaking has many forgiving aspects but you never get a second chance to make a good first impression. You may want to go back up and do that over again, but your initial approach is final.

In considering your closing, there are two things to be accomplished. First, you must sum up your material in a small and attractive package. Secondly, you must appeal to your audience for some type of action.

Since the opening and closing are so vitally important, spend the time and effort on them that they deserve. Be sure that any story or provocative statement you use in the beginning not only challenges attention and interest but also applies to and introduces your subject matter clearly. In preparing your closing, study your subject matter carefully and reduce it from a letter to a telegram. And don't forget the appeal for action.

Prepare your opening and closing remarks with exactness of thought and word. I always tape my remarks on cassette and play them over and over until I know them subconsciously.

The reason I do this is simple: Successful speaking is selling ideas from the platform.

We tell from our conscious mind but sell from our subconscious.

We produce thought from our conscious mind but feeling from our subconscious.

We can inform, educate and entertain from our conscious mind but get action from our subconscious.

Please, please give the openings and closings of your speeches careful consideration. Then put them on a cassette tape and listen to them while driving in your car or while doing other routine activities until they become part of your subconscious.

Believe me, this will prove to be one of the greatest steps you can take to improve the quality of your speaking.

Developing Charisma

Q A fellow Toastmaster and I have an ongoing argument about the nature of charisma. He contends that charisma can't be learned or developed. I disagree. What's Toastmasters' point of view on this matter?

A Charisma is directly related to an aura of self-assurance that is immediately recognized by those around you. It's that quality that identifies a person as being someone special. It can't be defined as a particular set of traits, yet it's there when an individual who exudes charisma enters a room. His or her presence is felt by all.

Charisma is found in many people who hold positions of responsibility. One of the reasons people join Toastmasters is to learn how to favorably impress other people. You make a better impression if you have confidence and self-assurance. By becoming an effective speaker through Toastmasters training, it is possible to acquire a measure of charisma.

Observing Time Limits

Q I have been asked to speak before an audience and was informed of a highly limiting time restriction that, in my opinion, will not allow me to do justice to the topic. Can you

offer some suggestions as to how I might cope with what I consider an intolerable arrangement for a guest speaker considered an expert in his field?

A You should always honor your host's request to contain your speech to the specified time. To speak before an audience is a privilege you should not abuse.

If a person reaches a time limit without concluding a speech, this reflects poor preparation and lack of consideration for your audience. You will be a more popular speaker if you don't exceed the time limit. If you do go on too long, however, you can count on losing the good will of your audience. That's a risk no speaker, especially a professional, can afford to take.

Eye Contact Gives Speakers Credibility

Q Whenever I give a speech, I have difficulty knowing where to look. Can you offer some tips about this?

A Eye contact should occur with each member of your audience, not literally, of course, but you should give the impression that you are speaking to each member of your audience individually. Eye contact makes communication more meaningful and adds to your credibility.

If your audience is large, concentrate on one face in each section of the auditorium. Often return to a listener who is attentive. Others in the same area will feel that you are looking and talking to them also. One thing you should always avoid: Don't fix your gaze a few inches above the people in the back row. Your speech will go right over them.

Send your questions to Toastmasters International, Publications Department, 2200 N. Grand Ave., P.O. Box 10400, Santa Ana, CA 92711, Attention: Speakers Forum. Please send your name, address and club and district number with your question. —Ed.

Hall of Fame

DTMs

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

- Jerome G. Browne**
Century 100-F, Santa Ana, CA
- Edward C. Cargile**
Blue Flame 2717-F, Costa Mesa, CA
- William N. Dudley**
North Hennepin 2464-6, Minneapolis, MN
- Warren C. Reeves**
Mt. Ogden 1614-15, Ogden, UT
- James K. Crandall**
William E. Borah 2701-15, Idaho Falls, ID
- Arthur T. Rimbak**
Little Nipper 2749-38, Camden, NJ
- Jim Smith**
Huber Heights 1740-40, Dayton, OH
- Harry L. Boyer**
Knights of Marian 3002-40, Columbus, OH
- David L. Anderson**
Bowmen 2161-42, Sherwood Park, Alta., Can
- Scott C. Leeds**
Merritt Moonliter 1387-47, Merritt Island, FL
- Labon Malachi Lundy Sr.**
Exec. for Excellence 2985-47, Nassau, Bahamas
- C. Andrew Biss**
Redstone 1932-48, Huntsville, AL
- Doug Kelly**
AMFAC 3611-49, Honolulu, HI
- Gerard H. Barloco**
USAA 181-56, San Antonio, TX
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Hilltop 2058-56, San Antonio, TX
- Jack H. Cohen**
JSC 3116-56, Houston, TX
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Speakers 3447-60, Scarsborough, Ont., Can
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West Knoxville 3117-63, Knoxville, TN
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ATMs

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- Robin L. Kamradt**
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- Jim R. Lowe**
Bootstrappers 2397-7, Salem, OR
- Phil Vonder Haar**
South County 1957-8, St. Louis, MO
- Joseph Kowalski**
Lamplighters 449-9, Spokane, WA
- Robert W. Albright**
Woodman 681-11, Indianapolis, IN
- Ellen C. Villanueva**
310 North 2195-14, Atlanta, GA
- George E. Inlow**
Artesian 3379-14, Albany, GA
- Harold E. Gerber**
Twin Falls 149-15, Twin Falls, ID
- Thomas L. Hoffman**
Blackfoot 668-15, Blackfoot, ID
- James M. Irvine**
PAL 1422-15, Salt Lake City, UT
- Barbara L. Dillon**
Three Thousand One 1649-16, Tinker AFB, OK
- M.A. Labode**
Muscatine 685-19, Muscatine, IA
- Lamar Stanley**
NADL Early Risers 3595-19, Ames, IA
- Pearl R. Thorson**
Town and Country 402-20, Alexandria, MN
- Evan A. Hass**
Top O The Morning 3786-20, Fargo, ND
- Myron W. Dirscoll**
Rockey City 1580-23, Holloman AFB, NM
- Edward J. Pillar**
Deming 3242-23, Deming, NM
- William H. Jones**
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- Jack C. Nemmers**
Pioneer 2932-26, Lakewood, CO
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Maumee Valley 1637-28, Toledo, OH
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- Ivie R. Burch**
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Broadview 3303-30, Broadview, IL
- Ronald A. Mitchell**
Quincy 675-31, Quincy, MA
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Motiv8ors 3388-33, Oxnard, CA
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- Gordon E. Groseth**
Chippewa Falls 2273-35, Chippewa Falls, WI
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- H. Michael Mogil**
Tip Top 632-36, Silver Spring, MD
- Albert H. Weaver**
Model Basin 3583-36, Washington, D.C.
- Stephen S. Martin**
Gold Mine 241-37, Concord/Knapolis, NC
- Robert C. Campbell**
Catawba Valley 1193-37, Hickory, NC
- Wiley D. Connell**
Roanoke Rapids 1629-37, Roanoke Rapids, NC
- John F. Ramsey**
Tallahatchie 2431-37, Oxford, MS
- William D. Babbitt**
Mercury 2864-37, Winston/Salem, NC
- B. Vincent Ballard**
Cary 3335-37, Cary, NC
- Alfred T. Rehm Jr.**
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- Lawrence Q. Overholt**
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- Forrest C. Simon**
Piqua Evening 2671-40, Piqua, OH
- Virginia K. Arbaugh**
Buckeye Union 3916-40, Columbus, OH
- Marion E. Kruse**
Sturgis 1346-41, Sturgis, SD
- Ron Pittman**
Norwood 284-42, Edmonton, Alta., Can
- Morris Meislik**
Clifton 2664-46, Clifton, NJ
- David Dolan**
Morristown 3540-46, Morristown, NJ
- William D. Derr**
Tip and Ring 206-47, Miami, FL
- Bernard F. Hanna**
First Bahamas Branch 1600-47, Nassau, Bahamas
- June E. Bowers**
Sarasota 1958-47, Sarasota, FL
- Evelyn Pinnelli**
Friendly 3001-47, Oakland Park, FL
- Sol G. Frager**
Burnt 914-52, Van Nuys, CA
- George Murphy**
Trinity 3902-53, Springfield, MA
- Norman A. Orford**
Marin 890-57, San Rafael, CA
- William R. Neilson**
Lucas Green 3321-57, San Rafael, CA
- Peter J. Crabtree**
Oakville 2245-60, Oakville, Ont., Can
- Eric Kenning**
Woden Valley 494-70, Canberra, A.C.T., Aus
- Peter Leney**
TM Deadline Club 3440-70, Sydney, N.S.W., Aust

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New Clubs

8-F Word-Stoppers

Pasadena, CA — Tues., 7:30 a.m., International House of Pancakes, East Foothill Blvd. (796-1488).

46-F Table Talkers

Merlton, CA — Wed., 7:30 a.m., Equitable Life Assurance, 2600 Nutwood (992-4270).

51-F Rohr

Meriside, CA — Wed., 6 p.m., Rohr Management Control Center, 8200 Arlington Ave. (95-9737).

97-2 Redmond Valley

Redmond, WA — Tues., 7:30 p.m., Sun-Grand Data Control, Overlake Industrial Park (885-8677). Sponsored by Redmond (885-8677).

76-4 Land's End

San Francisco, CA — Wed., 4:45 p.m., Veterans' Administration Hospital, 4150 Clement St. (221-4810 x311). Sponsored by Mateo 191-4 and Presidio 3012-4.

93-4 Blind Center

Monterey, CA — Mon., 5:30 p.m., Blind Center, Laurel Ave. (899-4413). Sponsored by Belmont 530-4.

99-9 Mid-Valley

Wapenish, WA — Tues., 6 a.m., Mt. Adams Country Club (865-4911). Sponsored by Chimook 40-9.

80-11 Kosciusko

Warsaw, IN — Tues., 7 p.m., First Presbyterian Church, Corner of Market & High Sts. (267-2300). Sponsored by Warsaw (267-2300).

87-18 Speakman

Wilmington, DE — Speakman Company, 10th and Spruce Streets (764-7100).

85-22 Power Masters

Overland Park, KS — Tues., 12:05 p.m., Black & Veatch Consulting Engineers, 11401 Lamar Ave. (967-7311).

90-22 Boeing Achievers

Wichita, KS — Mon., 5:15 p.m., Boeing Wichita Company, 3801 S. Oliver (317-3425).

98-28 Henry Ford Hospital

Detroit, MI — Wed., noon, Henry Ford Hospital, Main Campus, 2799 W. Grand Blvd. (876-1121).

91-31 Alcott

Concord, MA — Mon., 7 p.m., Public Library, Main St. (369-2643). Sponsored by Davis 2193-31.

92-31 Inforex

Wilmington, MA — Wed., noon, Inforex, Inc., 101 North Ave. (272-6470). Sponsored by Inforex & ESD 3779-31.

91-31 DCASR-Boston

Boston, MA — Wed., 11:30 a.m., DCASR-

Boston, 666 Summer St. (542-6000 x734). Sponsored by Blue Cross Blue Shield 1232-31.

3992-31 The Voice

Walpole, MA — Mon., 7 p.m., Mass. Correctional Institution (543-8750 x3746).

3993-31 Natick

Natick, MA — Wed., 7:30 p.m., Natick Public Library, Rt. 135 (877-0375). Sponsored by Raytheon 2922-31.

3986-32 Timber Talkers

Tacoma, WA — Wed., noon, Weyerhaeuser Tech. Center (564-7695 or 924-6883).

3973-36 NISC

Suitland, MD — Thurs., 11:30 a.m., Naval Intelligence Support Center, 4301 Suitland Rd. (243-4682). Sponsored by Milperson 891-36.

3971-37 North Carolina National Bank

Charlotte, NC — Fri., 7:30 a.m., NNCNB. (374-8086). Sponsored by Gold Mine 241-37.

3975-40 SEA

Columbus, OH — Fri., 8 a.m., SEA Investigations Division, Inc., 7349 Worthington Galena Rd. (846-2370). Sponsored by Moundbuilders 511-40.

3978-45 Schooner

Halifax, Nova Scotia, Can — Thurs., 6:30 p.m., Maritime Life Assurance Co., 2701 Dutch Village Rd. (455-0481). Sponsored by Sears-Halifax 1555-45.

3984-46 WEACON

Newark, NJ — Wed., noon, Western Electric Co., Gateway 2 (468-4486). Sponsored by Broadway 1000-46.

3994-46 Big Apple

New York, NY — Wed., 5 p.m., Post Office Employees Development Center, 90 Church St. (264-7984). Sponsored by Pan Am 3333-46.

3996-56 Hangar 9

Brooks AFB, TX — Thurs., noon, Brooks AFB (536-3427). Sponsored by Alzafar Shrine 2180-56.

3972-57 Novato

Novato, CA — Thurs., 7:30 p.m., Little Bavaria Restaurant, 5611 Redwood Hwy. (456-0247). Sponsored by Marin 890-57.

3999-57 12th Street

Oakland, CA — Wed., 11:30 a.m., Internal Revenue Service, 1221 Broadway (273-6064). Sponsored by Oakland City Center 1250-57.

3979-62 Night's Talkers

Brighton, MI — Mon., 6:30 p.m., "Lil' Chef" Restaurant, 8485 E. Grand River (456-9727). Sponsored by Motor City Speak Easy 1660-28.

3967-63 Queen City

Clarksville, TN — Tues., 6 p.m., Bonanza Restaurant, Riverside Dr. (352-1231). Sponsored by Parathanon 1738-63 and Nashville Federal 3834-63.

3974-63 McMinnville

McMinnville, TN — Mon., 8 p.m., City Bank and Trust, McMinnville (473-2468). Sponsored by Cookeville 2744-63.

3977-64 Lord Selkirk

Selkirk, Man., Can — Wed., 6:15 p.m., Lord Selkirk Motor Hotel, 420 Main St. (482-8778). Sponsored by Winnipeg Keystone 3211-64.

4000-65 New Horizons

Rochester, NY — Tues., 6:30 p.m., rotating restaurants (461-1279). Sponsored by Postprandial 3249-65.

3988-68 Dolphin Speakers

New Orleans, LA — Tues., 12:05 p.m., U.S. Coast Guard, 4640 Urquhart (589-7105). Sponsored by New Orleans 234-68 and Public Service 3174-68.

3995-U Terra Nova

St. John's, Nfld., Can — Tues., 6 p.m., Battery Motel, Signal Hill (368-5065).

Anniversaries

50 Years

Pasadena 6-F, Pasadena, CA

45 Years

Santa Monica 21-1, Santa Monica, CA

40 Years

Associates 141-1, Los Angeles, CA

35 Years

South Bay 280-1, Torrance, CA

30 Years

West Side 389-2, Seattle, WA
Payette 754-15, Payette, ID
Malaspina 738-21, Nanaimo, B.C., Can
Nationwide Insurance 753-40, Columbus, OH

25 Years

Thursday Noon 1647-8, Decatur, IL
Breakfast 563-15, Pocatello, ID
Elmhurst 1604-30, Elmhurst, IL
Des Plaines 1645-30, Des Plaines, IL

20 Years

Lompoc Valley 2969-33, Lompoc, CA

15 Years

Orange Breakfast 3822-F, Orange, CA
Warren 2260-28, Warren, MI
Springs 3194-74, Springs, Transvaal, South Africa

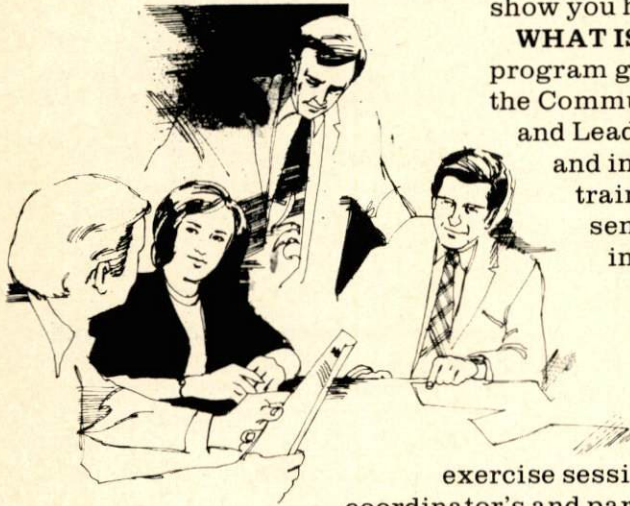
10 Years

Lawrence 1814-22, Lawrence, KS
Sand Duners 3792-23, Holloman AFB, NM
Sunrise 3253-25, Longview, TX
Washington 1854-37, Washington, NC
Innisfail 2689-69, Innisfail, Qld., Aust

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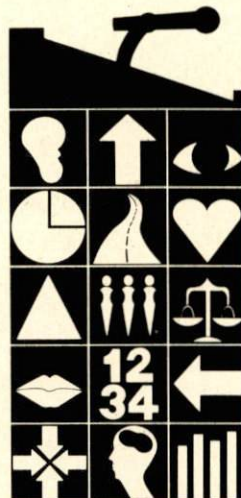
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