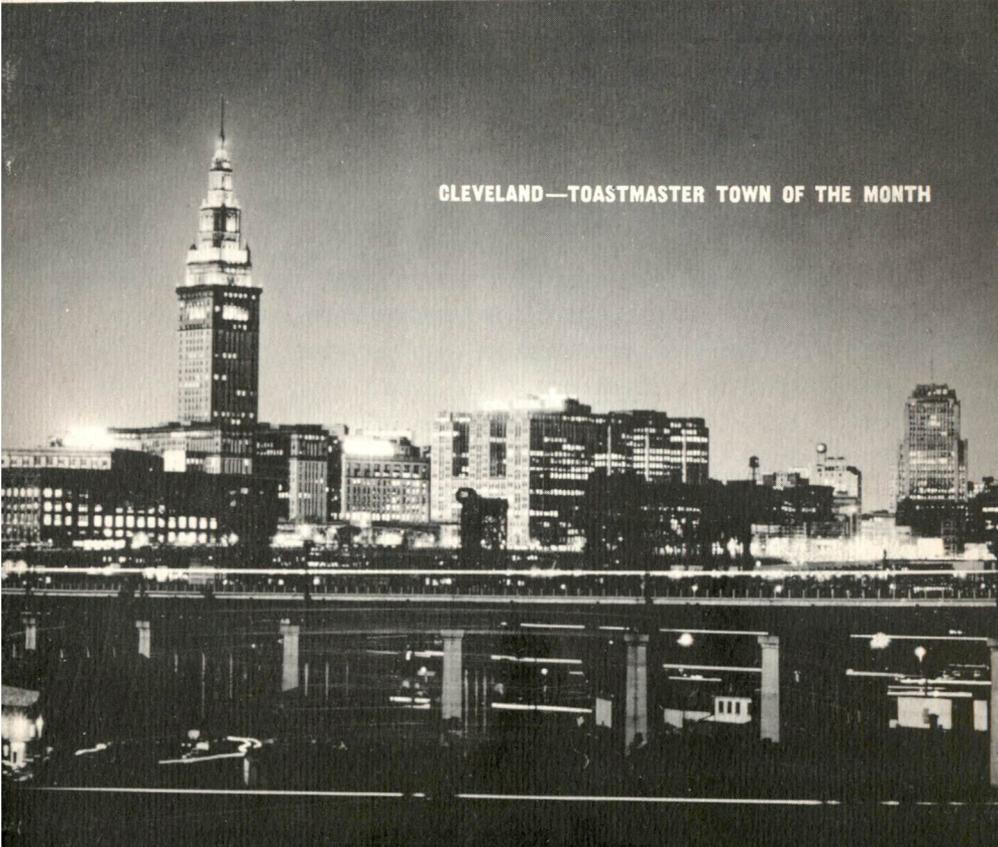


APRIL, 1959



THE TOASTMASTER

FOR BETTER LISTENING, THINKING, SPEAKING



CLEVELAND—TOASTMASTER TOWN OF THE MONTH

IN THIS ISSUE:

SPEAK FOR COMMUNITY SERVICE • LISTENING WITH THE INNER EAR

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TOASTMASTERS INTERNATIONAL IS:

... a nonprofit, nonpartisan, nonsectarian educational organization which has helped more than half a million men through its program of self-expression and self-improvement. There are now more than 2,900 clubs which are located in every state of the Union, every province of Canada and in 28 other countries.

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

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

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

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The TOASTMASTER

For Better Thinking—Speaking—Listening

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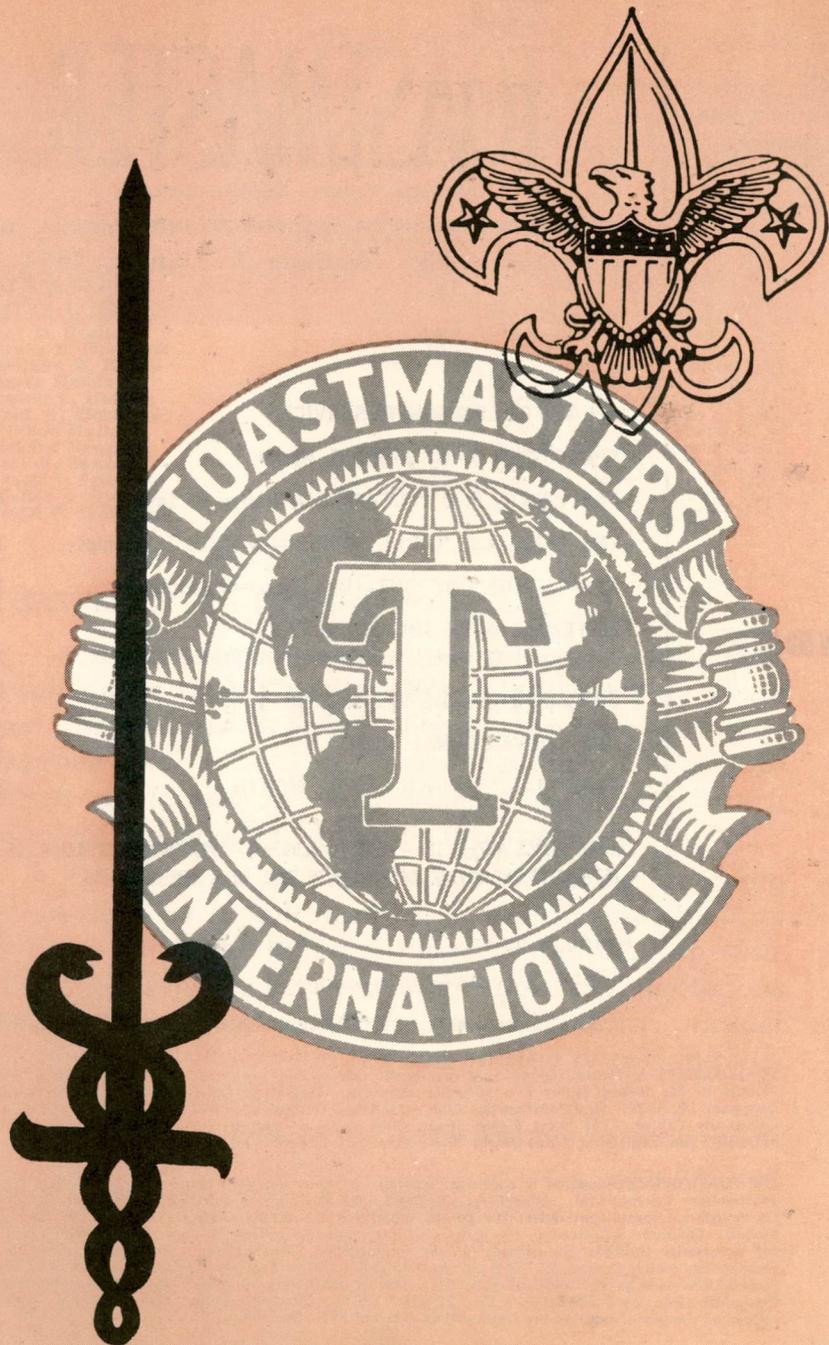
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TOASTMASTERS INTERNATIONAL is a non-profit educational organization of 2944 active clubs, located in the United States and 30 other countries. Organized October 4, 1930. Incorporated December 19, 1932. First Toastmasters Club established October 22, 1924. Home Office—Santa Ana Community Center, 1104 West Eighth Street. The names "Toastmaster" and "Toastmasters International" are Registered Trade Marks of Toastmasters International, Inc.

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*A cooperative program by
Toastmasters International, American
Cancer Society and the Boy Scouts of
America offers Toastmasters a new
opportunity to*

Speak for Community Service

NEW OPPORTUNITIES in public speaking and public service are now available to Toastmasters as the result of a cooperative project developed by the Home Office of Toastmasters International, the American Cancer Society and the Boy Scouts of America.

Designed to aid the Cancer Society and the Boy Scouts in their educational programs, the project

provides individual recognition for Toastmasters, offers them an opportunity to speak before outside groups, and performs a community public service.

Maurice Forley, executive director, said the joint project marks the first time that Toastmasters International has participated in a public service program on a national scale.

The project started last month with a letter from the Home Office to every Toastmasters club president in the United States. The letter suggested that a Speakers Bureau be established in each club, with the chairman appointed by the president. It was also suggested that "certain standards be established for participation" in the Speakers Bureau and that only members who had completed a specified portion of their Basic Training be selected for outside speaking assignments.

The American Cancer Society has prepared a special booklet for Toastmasters which has been mailed to each club by District offices of the Society. The booklet provides facts and figures on cancer and information on the American Cancer Society. It also includes a series of speech guides.

The Boy Scout program offers five activities in which Toastmasters may participate.

"This is an opportunity," Forley explained, "for individual Toastmasters to increase their public speaking experience by voluntarily selecting an outside activity which has been specifically developed for Toastmasters."

Although informational materials are being offered through Toastmasters clubs, he said that under the bylaws of Toastmasters International, it must be understood that members speaking before outside groups are expressing their own views and not those of Toastmasters International.

All outside speaking engagements, he said, should be channeled through the chairman of the club's

Speakers Bureau. Under no circumstances are members to speak outside their clubs on cancer or Scouting until they have been requested to do so by the Cancer Society or the Boy Scouts.

April is Cancer Prevention Month, Forley said, and the Society hopes that clubs will devote a meeting or a portion of a meeting to talks on cancer prevention and detection. This year about 260,000 Americans will die of cancer if present rates are not checked. During 1959, over 700,000 Americans will be under medical care for this disease which kills one man, woman or child every two minutes in the United States. The American Cancer Society, he said, is asking Toastmasters to help in the battle against ignorance, fear and indifference.

The Society reports that one in three persons who has cancer is now being saved. With today's knowledge and treatments, the Society believes that as many as 75,000 additional lives could be saved from cancer this year if those afflicted had the disease diagnosed before it spread beyond control.

Forley said that if the facts about cancer are made known to just the 80,000 members of Toastmasters and their families, the American Cancer Society will consider it a major step in its educational program.

Members who want to speak on the subject in their club should ask the club president for the booklet, "Let's Talk about Cancer," which was sent to club presidents in March. Additional information

may be obtained from local units of the American Cancer Society.

Because cancer is a medical subject which must be discussed with great care, Toastmasters wishing to speak about it outside their club should notify the chairman of their Speakers Bureau who will in turn notify local Cancer Society officials. Cancer Society officials must approve all outside speeches given on their behalf. The Speakers Bureau chairman will assign Toastmasters for speaking engagements provided by the Cancer Society.

Forley said the Boy Scout program offers a wide variety of activities for interested Toastmasters. Several Toastmasters clubs are already working with the Scouts on "Operation Patrick Henry," an activity in which selected Scouts and Explorers are trained by Toastmasters to make five-minute speeches on "What Scouting Means to Me."

Toastmasters may also serve on Scout Organizing Teams where they can help groups organize new Scout units. On Scout Charter Presentation Teams they can assist in the formal presentation of charters to newly organized or re-chartered Scout units.

Trained Toastmasters can be helpful as Public Speaking Merit Badge Counselors and as members

of a Scouting Speakers Bureau for Boy Scout Week, finance campaigns and other special promotions.

Gavel clubs may be organized for Explorer posts specializing in public speaking. However, the organization of any Gavel Club must be coordinated through the Home Office of Toastmasters International.

Before individual members accept Scouting assignments, the club's Speakers Bureau chairman should call or write the nearest Boy Scout Council Executive. The Scout Executive will then meet with the Speakers Bureau chairman to discuss the program in detail. Following such a meeting, the Speakers Bureau chairman should present the project to the club membership and then notify the Scout Executive of the number of men wishing to participate.

Individual Toastmasters who wish to acquaint themselves with the Boy Scout program are invited to mail the coupon on page 6 of this issue of THE TOASTMASTER to Scout Headquarters, New Brunswick, New Jersey. They will receive a copy of the annual report of the Boy Scouts of America.

Forley said that working with Boy Scouts is not a new activity for many Toastmasters clubs. Toast-



masters in the Washington, D.C., area participated in the development of "Operation Patrick Henry" in February for the third consecutive year. Valley Forge Toastmasters of Norristown, Pennsylvania, sponsor as temporary associate members Boy Scouts and Explorers interested in qualifying for the Public Speaking Merit Badge. A similar plan is followed by Bellaire-West University Club of Houston, Texas.

In Spartanburg, South Carolina, Toastmasters plan and conduct Courts of Honor for recognition of Scout advancement. Owensboro, Kentucky, Toastmasters appear before other organizations urging sponsorship of the Scout program and they also serve as troop organizers.

Toastmasters provide teams for the formal presentation of Scout unit charters in Arkansas City, Kansas, and in Huntington, West Virginia. And in Rochester, Minnesota, Toastmasters regularly speak for the Scouts in Community Chest and nearby independent Boy Scout campaigns.

Although the project with the American Cancer Society and the Boy Scouts of America primarily

provides an outside activity for Toastmasters, Forley said it is also designed to acquaint Cancer Society officials, Scouts and Scout leaders with the speech education and leadership program of Toastmasters International.

Both the Cancer Society and the Boy Scouts are encouraging their officials and volunteers to improve their speaking skill through membership in a Toastmasters club.

In summarizing the joint project, Forley said, "We appreciate the recognition given to Toastmasters by the American Cancer Society and the Boy Scouts of America. We believe this activity provides an additional incentive for members to complete their Basic Training and to retain their club membership. We sincerely hope that it will be the beginning of greater community service by Toastmasters everywhere."

Toastmasters may obtain information on the Boy Scouts of America by filling in the coupon below and mailing it to:

George K. Myers
National Director
Civic Relationships
Boy Scouts of America
New Brunswick, New Jersey

I want to speak for Scouting. Please send the annual report of the Boy Scouts of America to:

Name _____

Address _____

City _____ Zone _____ State _____

Toastmasters Club Name and Number _____



*for ailing membership,
loss of club vitality, try . . .*

SPEECHCRAFT!

By CONRAD S. HORINE

THE SEAL BEACH Sandpipers were about to fold their wings. A diagnosis of our club's condition revealed just about every symptom in the book—fallen membership, drooping attendance, sluggish timing, loss of punctuality, tired performance and general debility. Obviously, some stiff therapeutical measures had to be taken. It was at this point that someone suggested that we try Speechcraft.

The thing that made our condition doubly hard to take was that in the past Club 1131 had been one of the most active clubs in Toastmasters International. We were proud of our record. To sit down now and find excuses for our plight might have been comforting, but our problem was to find the way to restore the Sandpipers to their

previous standards of fine performance. A bold step was necessary. The Sandpipers, however, did not lack courage. We would examine this matter of Speechcraft. Would it be the medicine we needed?

Right then and there we received our first shock. None of the active members of the club had more than a vague idea of what Speechcraft was! It had never been offered in the club before. Our first step, therefore, involved a trip to the Home Office in nearby Santa Ana, to procure the *Speechcraft Manual*. There we discovered that Speechcraft is "an eight-week course in the fundamentals of public speaking, given by competent and experienced club members to interested men of the community, during regular club meetings."

This led us straight into our second shock—the Sandpipers had only six members with sufficient experience, ability and self-confidence to present a Speechcraft talk! This might have been enough cause for the whole idea to expire quietly, except that the Sandpipers were determined on success. We sent out a call for help. Two neighboring clubs, Anaheim No. 2 and Bellflower No. 275 responded gallantly. Each club promised to furnish four speakers.

The *Speechcraft Manual*, we found, was an invaluable guide and source of ideas. Among the many useful suggestions was the forceful statement that good planning is essential to the success of the project. "Get the machinery into good running order before you set it going," the *Manual* advises.

A Speechcraft committee was formed. Club members set about supplying the names of people who might be interested in the course, and each committeeman was assigned four members to follow up on suggested participants.

We prepared and mimeographed a "sales pitch" for each member to use in presenting the idea. The benefits of the course were outlined. We also mentioned that no homework would be required and no speeches were necessary. However, participants would be given ample opportunity to speak when, as, and if they wished. The cost of the course was set at \$5.00, plus the cost of the dinner. We explained that the registration fee would apply on the initiation fee in case the Speechcrafter decided to join the club after he completed the course.

The value of Speechcraft, we explained, was not limited to public speaking. Skills acquired in communication could be put to use in all manner of situations, at work, at home, or in the give and take of ordinary social life. In addition to learning how to express ideas clearly and convincingly, the Speechcrafter learns to listen more effectively, and to evaluate what is heard.

Thoroughly imbued with the message and armed with sign-up cards, the Sandpipers set out to find interested prospects. A letter was prepared as a follow-up to the initial contact. We wrote:

"When you are called upon to speak in a meeting—what do you do? Do you rise to your feet confidently and then respond with appropriate remarks, or do you refuse with apologies? Would the ability to present your ideas in a clear, brief and convincing style be welcome?"

"If your answer to that last question is *yes*, then you should enroll in the Speechcraft course offered by the Sandpipers Club No. 1131 of Toastmasters International.

"Speechcraft is a short, comprehensive course in the fundamentals of speech, combined with pleasant companionship and friendly coaching from fellow business and professional men with previous speech training and experience. These men have the ability to help you and want to do so."

Then followed definite information on time, place and cost. The letter ended with the assurance that one of the club members would call soon with further information.

Personal contact, we soon found, was essential. No amount of letters or advertising could equal the effectiveness of a friendly visit. Many men wanted the benefits of Speechcraft, but hesitated to commit themselves because of diffidence or lack of complete understanding of how much would be required of them. Their hesitation melted away quickly when they had the opportunity to learn the facts.

We planned a series of reminders to our members to keep them alert and active in making these personal contacts. The first was a postcard:

"Just a reminder that for Speechcraft to be a success, we have to obtain the names and addresses of men you feel are interested and could benefit from such a course. Have your list ready by the end of the month."

A week later a second reminder was mailed—a letter. It concluded:

"Spread the word through all your acquaintances. Have your wife mention it to her friends. This is a real opportunity to build the Sandpipers and to render a community service as well."

A third postcard reminder brought the work of recruiting prospects to its conclusion. In the meantime, Toastmasters who were to give the Speechcraft talks were busy preparing their speeches. An outline of the entire course, with

subjects, speakers and dates, was prepared for distribution to club members and Speechcrafters at the first meeting.

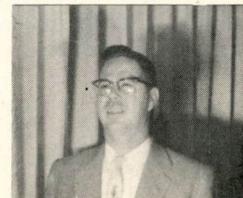
What were the results of this carefully planned program?

The most tangible results, of course, were the well-attended and enthusiastically received course and the 300% increase in club membership which followed. Here was a concrete illustration of the fact that when men realize the benefits which accrue through Toastmasters training, they are anxious to secure them. One of the most dramatic ways to demonstrate these benefits is through Speechcraft.

There were other benefits, not quite so tangible but equally important. A new spirit of interest and enthusiasm infected the club, an *esprit de corps* that comes from working together in a good cause. Toastmasters gained help from the review of speech fundamentals, and those who presented the speeches had the added thrill that comes from teaching to others those things which they had learned themselves.

Our club today has no trace of the symptoms which formerly plagued us. To other clubs which may be suffering from the same troubles, we say proudly, "Yes, we started to slide once—but we tried *Speechcraft!*" ♦

Conrad S. Horine is an aeronautical engineer with Douglas Aircraft Company of Long Beach, Calif. He is the present administrative vice-president of the Seal Beach Sandpipers Club 1131.





By ADRIAN D. SMITH

WHEN I FIRST BECAME acquainted with Tom Dwyer he was a doorman at a big hotel. He cut a splendid figure in his uniform that fit him like a glove and with his arresting, Barrymore-like profile. He was impressive to my youthful eyes. It was no problem for me to picture him as a leading man or matinee idol of bygone days.

He did, in fact, have a theatrical background. For years he had toured the Midwest with a troupe

of players who presented their wares under canvas. Not more than four such troupes now survive, but in Tom's heyday, in many a rural community they represented the theatre, drama, romance.

There was something theatrical about everything Tom Dwyer did or said. But I didn't learn about his past until one day he found me slumped deep in a chair wrestling with an assignment for a speech class. He asked what I was doing.

"I'm trying to memorize a poem," I explained. "I've got to give a speech in class tomorrow and I want to start the speech with the poem."

He looked at me sprawled in the chair. "That's no way to learn a part," he said in disgust. "Stand up. Put yourself in the spot you'll be in tomorrow in that class."

He enlarged on the matter. He told me of his experience in the tent theatre and how on occasions he was required to learn a new part on short notice. Specifically, he told of learning a new part while on a two-hour train ride between Indiana towns.

"I used the dining car," Tom explained. "As I went through the words I put in all the business and all the gestures. I made a stage out of that dining car."

He explained further, of course. He was giving me good advice and I took it. My experience then and later has convinced me the advice was sound.

What Tom Dwyer was recommending was that in learning a part or in practicing a speech we put ourselves in the same challenging environment we'll experience when we face our audience. A speech is a compound of many things—words, voice, gestures, facial expression, body movement. To practice only the words we intend to use is to prepare ourselves for only part of our performance. In all other areas, when the zero hour comes, we shall be improvising.

There is another merit in *total* preparation where memory is in-

involved. When we couple action with words in our practice, we improve our chances of remembering the words. Our actions have mnemonic influence; they stir or excite the memory; they help bridge our memory gaps.

I'm sure Tom Dwyer's advice was sound. It has been helpful to me. I practice my speeches on my feet and, as Tom would say, I put in all the "business."

There are many other lessons that a speaker can learn from the theater. There is, for example, the "run on" entrance of the old vaudeville star. He always came onto the stage running. He wanted to start his act with a rush, with a bang. He wanted—and he got—a flourish from the orchestra.

His opening was vital to the vaudeville star. The smash beginning of an act was the certain mark of the professional; just as certainly the slow, hesitant entrance was the mark of the tyro and the amateur.

How many times have I thought of those old stars when I see a speaker making his way to the lectern! He lifts himself slowly from his chair, he threads his way uncertainly between tables and chairs, he ambles or saunters to his place before his audience. The applause that followed the chairman's introduction has long since died away and the audience eyes him, the next speaker, with morbid anticipation.

A smash opening indeed! Our speaker has approached his task with all the verve of a man walking to the gallows. He has taken his



place before his audience with the enthusiasm of a man about to face a firing squad.

Tom Dwyer has told me of the savage competition among the old vaudeville stars for favored spots on the program. He has told me of their quarrels with the orchestra over the quality or timing of the flourish that announced their acts. These things were important to the old vaudeville star; they were vital to his professional life.

These things are important to the speaker as well. The speaker who ignores them—particularly the speaker who ignores the merits of an enthusiastic entrance or the smash opening—is turning his back on a vital element of effective speech.

If the speaker can learn something from the theatre about his opening, he can also learn something of value about its close. Tom Dwyer once called my attention to something that is patent to all observers of vaudeville or variety acts. *The performer saves his best for the last.*

It is all very well to have a smash

opening, to begin with a bang. But it is just as vital to close with a bigger bang. The speaker must *rise* to his climax, not descend to it.

Consider the juggler and his act. He opens his act with six tenpins whirling in the air about him. He closes his act with six liquid-filled goblets flying about while he balances a seventh on his forehead. His beginning was good; his close is better.

The speaker must use the same technique. How many times has a speaker brought you to attention with a resounding *thwack!* on the lectern, only to follow up with steadily diminishing enthusiasm and vitality? He opens with a bang and ends with a squeak!

I've called the hero of this sketch Tom Dwyer. That was his name. All my memories of him are pleasant. He taught me things I was glad to learn. I'm sure he did not think of himself as a teacher, but he taught me nonetheless and I am grateful. His experiences in show business have been my guides in learning the art of public speaking.



Adrian D. Smith, Senior Project Engineer of the Oldsmobile Division, General Motors Corporation of Lansing, Mich., is a past president of the Capitol City Toastmasters Club 639-62.

The Muse and Table Topics

By PHILIP B. PHILLIPS

A GROUP OF seagoing Naval aviators might appear to be the last place in the world to look for poets and lovers of poetry. But Toastmasters' table topics have been known to reveal hidden talents.

When Commodore Vernon Grant (USN Ret.) officiated as topic-master at a recent meeting of the Wings of Gold Club 1836 of the Naval Air Station, Pensacola, Florida, his affection for poetry stirred him to test the members on their acquaintance with the Muse. Commodore Grant prepared ten cards, each containing a few lines of familiar verse, asking each topic speaker to complete the lines, name the poem and the author.

After a brief introduction, he set the tone of the session by his opening comment:

Grant: "Dull peroration being done,
Let us hear from Number One."

The speaker then read:

"Awake! for Morning in the
Bowl of Night
Has flung the Stone that puts
the Stars to flight."

He could not finish the lines, but Colonel Hank Hise, one of our distinguished Marine members, arose to declaim:

"And Lo! the Hunter of the
East has caught

The Sultan's Turret in a Noose
of Light," and identified

The Rubaiyat of Omar Khayyam.

The Commodore continued:

"First victim's torture being
through,

Let's proceed with Number
Two."

The speaker quoted:

"The curfew tolls the knell of
parting day,

The lowing herd winds slowly
o'er the lea,"

and a volunteer finished for him:

"The plowman homeward plods
his weary way,

And leaves the world to dark-
ness and to me," identified

as *Elegy Written in a Country Churchyard*, by Thomas Gray.

Grant continued:

"How fiendish now can this
guy be?

Let's find out with Number
Three,"

who rose to say:

*"He, who from zone to zone
Guides through the boundless
sky thy certain flight,"*

and triumphantly added:

*"In the long way that I must
tread alone,
Will lead my steps aright.
—To a Waterfowl, by William*

Cullen Bryant," sitting down amidst a burst of applause.

The Commodore went on:

*"Haste, then, thou, to get this
o'er,
Give us quick thy Number
Four."*

The reader quoted:

*"In Xanadu did Kubla Khan
A stately pleasure dome
decree;"*

Again it took a volunteer to conclude:

*"Where Alph, the sacred river,
ran
Through caverns measureless
to man,
Down to a sunless sea,"*

adding for good measure, "Kubla Khan, by Samuel Taylor Coleridge."

Said the topicmaster:

*"Who let this topicmaster stay
alive?
Oh well, let's have it—Number
Five."*

The speaker read:

*"He lives to learn, in life's
hard school,
How few who pass above him
Lament their triumph and his
loss
Like her—because they love
him."*

"Whittier," he hazarded, and a friend added "School Days."

Grant: *"Replete with devilish
little tricks,
What barb's concealed
in Number Six?"*

*"This be the verse that you
grave for me:
Here he lies where he longed
to be,
Home is the sailor, home from
the sea,
And the hunter home from the
hill,"*

read the speaker with a smile, adding, "I think it was Stevenson."

"Right," said the Commodore, "and the title is *Requiem*."

He continued:

*"I know you pray to the high
blue heaven
That I drop dead; please,
Number Seven,"* and the

speaker proceeded:

*"One, two! And through and
through
The vorpal blade went snicker-
snack!"*

A long pause . . . no volunteers.

The Commodore finished:

*"He left it dead, and with his
head
He went galumphing back."*

From the audience came a shout—

"Lewis Carroll!" and the Commodore added, "Jaberwocky." He continued:

*"The hour grows dull, the hour
grows late,
Just hurry on with Number
Eight,"* and Number Eight

read:

*"It matters not how strait the
gate,
How charged with punishment
the scroll . . ."*

then, as his eyes lighted up, he concluded triumphantly:

*"I am the master of my fate;
I am the captain of my soul.—
Invictus, by William Ernest Hen-
ley."*

There was loud applause, and the Commodore went on:

*"With food before you, why
repine?
Stop just a moment for
Number Nine."*

The Speaker read:

*"About, about, in reel and rout
The death-fires danced at night;
The Water, like a witch's oils
Burnt green, and blue, and
white."*

The last two lines were again supplied by Colonel Hise, and the Commodore supplied the title, *The Rime of the Ancient Mariner*, by Samuel Taylor Coleridge.

The tenth speaker was introduced with:

*"Literary tasks gargantuan
Are pie for this gentleman—
Number Ten."*

With a puzzled glance at his card, Number Ten read:

*"Build thee more stately man-
sions, O my soul,
As the swift seasons roll!
Leave thy low-vaulted past!
Let each new temple, nobler
than the last—"*

With a rebel twang in his voice, he added, "I think a Yankee named Oliver Wendell Holmes wrote that, and it's called *The Chambered Nautilus*."

"That it is," cried the Commodore, adding:

*"Shut thee from heaven with a
dome more vast,
Till thou at length art free,
Leaving thine outgrown shell
by life's unresting sea!"*

The Commodore smiled in satisfaction as he concluded his part of the program with:

*"Now gentlemen all,
With what's been said,
Perhaps we're just a bit ahead;
May your lives be poems of joy
come true,
Mr. President, the gavel I yield
to you."*

Poetry was set aside for the regular program, but when the General Evaluator, Doctor Hy Kachalsky, arose, it was discovered that the bug had bitten him too:

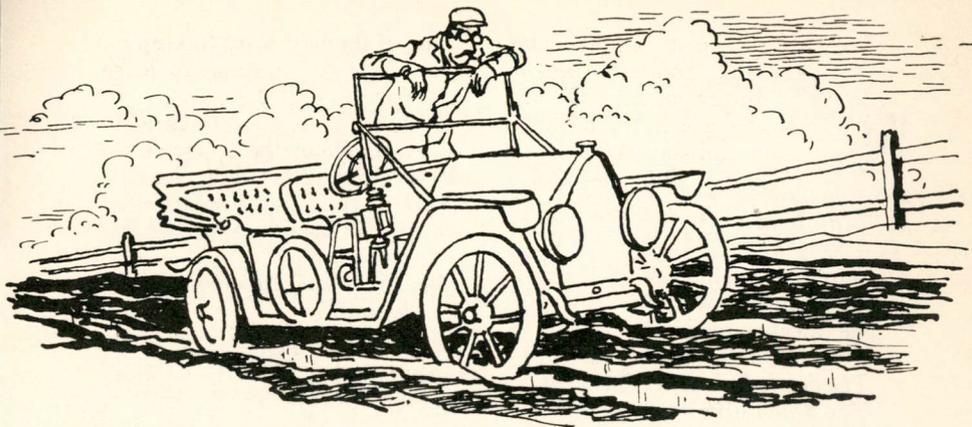
*"There was a poet who let us
know it,
But alas, as fate would have it,
In his attempt at being terse
He went from bard to verse."*

Undeterred by the groans which greeted this attempt, Toastmaster Carl Nolting, the "ah" counter for the day, also presented his report in verse:

*"One wonders who it will be
This crown may well deserve,
I know you all can't wait to see
Who next this duty may serve."*

As the meeting adjourned, there were many who regretted that they knew too little poetry while others regretted that some people knew too much. Still others felt thankful that only good poetry lives on after the meeting ends. ♦

*Captain Philip B. Phillips, MC,
USN, is head of the Department of
Neuropsychiatry at the U. S. Naval
Aviation Medical Center, Pensacola,
Florida. He is past president of the
Wings of Gold Toastmasters Club
1836.*



Keep Out Of That Rut

By L. KENNETH WRIGHT

"CAN I DRIVE my car over this road?"

The old farmer left the scraggly patch of corn he had been cultivating and came over to stand by me. Together we surveyed the weed-choked, narrow, bumpy dirt road. The farmer scratched his head.

"Waal," he drawled in a doubtful tone, "I guess mebbe you kin. Jist pick out the best rut you kin find and stick right in it."

I had started my trip over one of the best concrete highways in the nation. It was a beautiful spring day; my assignment—to visit a farm some distance away and in country unfamiliar to me—promised to be stimulating and interesting. I noticed with approval the fine prosperous farms along the way and the improvements being made to the super-highway.

After a while I had to turn off the highway onto a two-lane concrete road—not too bad, and with a few improvements in construction in evidence. Leaving this, I traveled over a black-top or macadam-surfaced road. This soon gave way to a loose-gravel road.

I could not fail to notice that as the roads grew poorer, the farms along the way became less and less productive.

The last part of my trip was over unimproved dirt roads. When I was still several miles from my destination, the road became so choked with weeds that it seemed impassable. It was at this spot that the farmer gave me his dubious advice.

Over the years that have elapsed since I made that trip, I have often thought how similar was the journey to the routes people take through life. Some select the best road available and continually

strive to improve it. Others take mediocre roads, and are content with few improvements. All too many, however, get in the best rut they can find and stay right there.

It may well be that one of the reasons the farms in the vicinity of my destination were not very productive was that too many farmers had picked out their best rut and stayed there. They had never emerged from their rut to learn and use the new improved methods of farming.

One of the major personnel problems today in Government, business and industry is to keep employees from getting in a rut. This is especially true in large organizations where specialization and automation prevail. Employees who do not know or are unable to feel their value in an organization are most apt to fall into ruts. They become less productive. They begin to apply that oldest of all labor-saving devices—*tomorrow*. Yes, put it off till tomorrow. Tomorrow I'll get it done. Then, when they start counting their years because they have nothing else to count, they moan, "I never had an opportunity." They do not realize that when opportunity knocked, they were plodding along in their rut, with eyes on the ground and ears tightly closed.

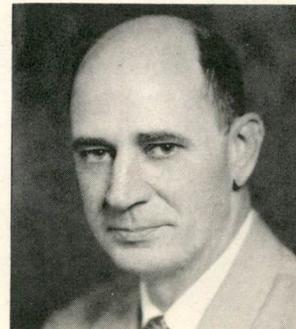
One of the best ways to keep out of a rut is to continue to learn. This fact is well known to over 80,000 ambitious men who are taking advantage of the opportunities offered by Toastmasters International. A man joins a Toastmasters club to improve himself so that he will not only keep out of a rut but so that he can travel through life over the best available roads. And, as in the case of the super-highway, even the best of roads can stand continual improvement.

I believe that one of the main reasons for the outstanding success of the Toastmasters movement is the satisfaction members receive from being of service to their fellow men. They can lend a hand in improving the roads they travel through life.

The process of learning and improving is one which should never stop. It has no age limits. Toastmasters recognize this principle as they work in their clubs, learning by doing and by helping others.

Our work in Toastmasters is one of the best ways to get out and to stay out of that rut. Let's remember also that we improve ourselves by taking advantage of every opportunity to help others to improve. Our enjoyment of living becomes greater when we move out of the rut onto the highway. ♦

L. Kenneth Wright is a Division Director in the U. S. Department of Agriculture. During his 25 years of Government service, he has worked with many agricultural colleges, State Departments of Agriculture and farmer groups in organizing and directing plant disease control programs. He is immediate past Governor of District 36.



Notes from the Home Office

A couple of years ago the **Home Office sent a questionnaire** to club officers asking them among other things, the length of their term of office. The actual question was, "What is the length of your office?" And one club president answered, "Sixteen feet."

Since that time, we have tried to phrase our questions and instructions in what we hope is unmistakably clear language. For instance, we think the instructions are clear on the semi-annual report forms due this month. We only hope club secretaries will read them carefully and supply *all* the requested information.

From past experience we have learned that the reason some clubs are late in submitting their semi-annual reports is because the due date for the report comes at the same time clubs are changing officers. The outgoing secretary receives the report forms before his term of office expires. It would seem logical that the last act of business for the outgoing secretary and treasurer should be submitting the report forms and per capita dues to the Home Office.

It may be that **Dallas East Club 2915 holds the record** for quick organization. The club held its charter party a little more than a month after the Home Office received its original inquiry. John S. Struthers, Sr., was the principal

organizer of the 41-member club. Now he's working on new clubs for Irving, Grand Prairie and Richardson, Texas.

Speaking of new clubs, the Nirvana Toastmasters of Cordova, Alaska, is the first Alaskan club to be chartered since that territory became a state. In Spain the newest club is at the U. S. Naval Activities Center at Rota.

TMI now has a **Consultant for Military Club Activities** in the person of Col. Robert T. Engle, USAF. Colonel Engle is currently assigned to Scott Air Force Base, Illinois, as Assistant Deputy Chief of Staff for Military Air Transport Service.

In announcing Colonel Engle's appointment, Aubrey B. Hamilton, TMI president, said the colonel will serve as consultant for nearly 250 Toastmasters clubs at American military installations in the United States and overseas.

Colonel Engle has served as a Toastmasters club president and as an Area and District officer. He has also helped organize several Toastmasters clubs within the Armed Forces during his 18 years of military service.

Think you've had some tough times giving a speech? Consider the case of Toastmaster Wendell Kerr of the Bartlesville, Oklahoma, Bluestem Club. Kerr

talked to a group of Japanese through an interpreter! Only thing that bothered him was that the audience was always a sentence behind.

orderly listing of all offices in the Community Center Building.

Because **Toastmasters International saw the handwriting on the wall**, there's a new building directory in the lobby of the Santa Ana Community Center Building.

The Home Offices of Toastmasters International occupy the main portion of the Community Building, but there are other occupants, including several public service organizations and agencies of government. Until recently, the names of the building's tenants were crudely painted on one wall of the lobby. Over the years, names have been crossed out and others inserted. It was all pretty confusing to visitors.

To solve this problem of communication and to demonstrate its neighborliness, Toastmasters International has presented the City of Santa Ana with a specially designed directory which provides an

POSTSCRIPTS: Bulletin for Communicators Club 2902, Washington, D.C., lists a 55-cent lunch for members, including salad, ham sandwich and coffee. Idle thought: What club gets the most meal for its money? . . . Congratulations to past International Treasurer George J. Mucey. Mucey is Pennsylvania State Chairman for the March of Dimes and President of the Pennsylvania Association of Life Underwriters. To top it off, the district insurance office he manages was named the company's outstanding district for 1958. Mucey says, "For all this good fortune, I give complete credit to Toastmasters training" . . . We still receive a lot of club bulletins and correspondence that do not include club and District numbers . . . Tamaraw Club 1164, Manila, Philippines, presents to each of its officers an attractive Oath of Office certificate printed on parchment-type paper.

Dr. Ralph C. Smedley (left) and Don Perkins, Public Relations manager for Toastmasters International, inspect the new building directory at the Home Office.



Toastmaster George Gillespie of Norfolk, Va., Club 686, who writes songs as avocation, presents copy of his latest, "Dear God Above" to Rear Admiral J. L. Herlihy, honorary member of Club 2541 and Commanding Officer of Naval Supply Center, Norfolk



Blue Nile Club of Addis Ababa, 1st club in Ethiopia, receives charter but says farewell to 1st President Robert Baumberger, shown giving farewell speech before returning to America for reassignment

1. Stark & Wetzel Club 1502 of Indianapolis presents "Junior Toastmaster" award to Virgil "Butch" Hinderliter for master salesmanship and faithful delivery of "The Indianapolis News"

TOASTMASTERS IN THE NEWS

2. Minneapolis Club 75 claims string of "firsts": 1st Club in Dist.; Harry Mattison (l), 1st pres. of club and 1st pres. of TMI from Dist. 6; Emil Nelson (r) is present 1st vice-pres. TMI; Dick Shedd begins 1st term as president of Club 75

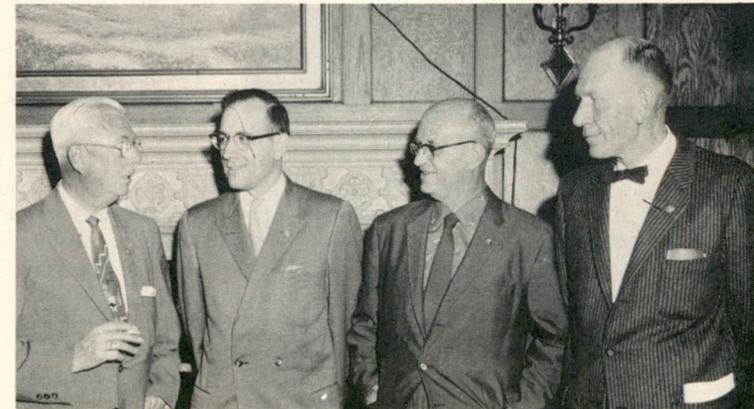


3. Hub City Club 1431 (Jackson, Tenn.) stages long-distance direct-dialing phone demonstration; call was made to TMI Home Office in Santa Ana



Int. Dir. Harry Hodde explains Speechcraft to members of course given by Lincoln-Douglas Club 51 (Springfield, Ill.). L to R: John Russell, Perrine Thompson, Harry Hodde, Richard Oglesby, Robert Summers

Four past Governors of District 11 (Indiana) confer at District Council meeting. L to R: Lowell Kemper, Arthur Diamond, John Lamparter, Joseph Ellis



CLUB TO CLUB

Industrial Management Toastmasters 1633 Dallas, Texas:

At a recent meeting, our club centered the entire program on table topics. The program consisted of four topics, each presenting a controversial subject for discussion.

This was the first time the Industrial Management Club had used this type of program, and it was thoroughly enjoyed by all members present. It gave each Toastmaster an opportunity to be on his feet and be heard not once but several times during the evening. One evaluator was designated for each topic session, and evaluated its entire performance.

The program was so well received that our Educational Committee is planning a repeat performance soon.

* * *

Engineering Society Toastmasters 2783 Cincinnati, Ohio:

Our club believes that we can lay claim to some unusual "firsts" in Toastmasters. We believe that we are the first Toastmasters club which found it necessary to divide into two clubs only two days after receiving our charter.

We also believe that we are the first club to be sponsored completely by an engineering or technical organization; membership in the Engineering Society is a requisite.

The Engineering Society of Cincinnati is composed of 24 affiliated technical and scientific societies in the Cincinnati area. Last April the Society agreed to sponsor a new Toastmasters Club in Cincinnati. The Engineering Society Toastmasters Club was organized with 46 members, representing 16 local industries. Since individual clubs are limited by International rules to a membership of 40, special permission was received from the Home Office to operate the club on a temporary basis.

The charter was presented to the club on September 27, 1958, and two days later club officers were meeting to discuss details of starting another club. By November, two Engineering Society Toastmasters Clubs were meeting instead of one. The increasing membership of both clubs now indicates that the formation of a third club may not be too far away.

* * *

Crowl Toastmasters 143 South Gate, California:

Our club recently held an exciting debate with the Compton Toastmasters Club 464 of Compton on the subject: "Resolved: that the United States should recognize Red China."

Members unanimously agreed that the meeting was one of the most stimulating ever held. Fred Moore, Governor of District 51, acted as judge.

Toledo Toastmasters 1001 Toledo, Ohio:

At one of our recent meetings a debate was held on the question: "Should Washington Township be annexed to the city of Toledo?"

This controversial subject drew a capacity audience of members and guests, including Toledo's Mayor Yager and Councilman Gernhauser. The local television station sent a news cameraman to cover the proceedings, which were reported later in the evening on the late news program.

Affirmative team Bill Flinn and Joe Modglin won the decision over Dutch Stagner and Harry Laremore, but both sides were congratulated by Mayor Yager, who commended the club for holding meetings of this type.

* * *

Craig AFB Toastmasters 2182 Craig AFB, Selma, Alabama:

Our club is now two and a half years old. During this time we have had a 300 per cent turnover in membership because of reassignment of members. We seem to thrive, however, for new blood is always available in the large number of Air Force officers who are seeking self-improvement.

Our base library has provided us with an excellent "Toastmasters shelf" with a wealth of material on speaking. Our Base Commander draws heavily on the club membership to give speeches to local civic organizations as well as to military personnel.

Our latest project was the installation of a Toastmasters sign. The picture shows Major James W. Kenney (right), Club President, breaking the ground, while Lt. Colonel Beverly V. Pearson, Past President, assists.

APRIL, 1959



Toledo Club receives Mayor's congratulations

New sign for Craig AFB Toastmasters





Int. Dir. Carper (left) presents gavel to Gateway Pres. McClure

**Gateway Toastmasters 2884
Aurora, Colorado:**

The newest club in District 26, the Gateway Toastmasters of Aurora, received its charter in January, 1959. Our charter was presented by District 26 Governor Oliver E. Deckert, while Sterling Kahn, Governor of Area 5, officiated at the installation ceremony. International Director Harold J. Carper presented the gavel to club President John McClure.

Honored guests were Bob Smidl and Jack Knox, representatives of the Timberline Toastmasters 1965 of Denver, who were instrumental in getting the Gateway Club organized.

* * *

**Algoma Toastmasters 2648
Sault Ste. Marie, Ontario:**

Our club, the Algoma Toastmasters of Sault Ste. Marie, Ontario, Canada, held an international meeting when our guests were the members of the Lock City Club 2649 of Sault Ste. Marie, Michigan, located on the opposite side of the St. Mary's River. Although our clubs were formed at approximately the same time, this was the first joint meeting of the two. Frequent visits and more joint meetings are planned for the future.

American speakers Joseph LaMothe, Peter Gianakura and Heinz Radtke were evaluated by Canadians Robert Heino, Glenn Hopper and James Clark. Canadian speakers Win Laine, Joe Freedman and Shaffi Hossain were evaluated by Americans John Anderson, Durwood Moore and Lawrence Brownlee. Master evaluator was Lawrence Bruno and toastmaster of the evening was John MacCosham.

* * *

**Oregon City Toastmasters 390
Oregon City, Oregon:**

Our president was rendered temporarily speechless at the club's first meeting of 1959 for four reasons:

1. Paul T. Davis was awarded the 1958 cup, "Tops in Topics," permanently, having won the cup more times during the year than any other member.

2. Paul T. Davis won both cups, Table Topics and Five-Minute Awards, for the first meeting of 1959.

3. It was only the second time in club history that both cups were awarded to the same man.

4. It was the first time in club history that one man received three cups.

Oh yes—we almost forgot. Our president is Paul T. Davis.

* * *

**FMC Toastmasters Club 2873
San Jose, California:**

FMC Toastmasters Club was officially launched on December 10, 1958, when District 4 Governor John Mackesy presented us with Charter 2873.

Our club is completely "captive" in nature and is composed entirely of members of Food Machinery and Chemical Corporation's Ordnance Division, International Division and Corporate Office.

Although composed of members of one company, interest is maintained at a high level by a diversification of topics, and we have an unwritten law to refrain from a discussion of our day to day work activities.

* * *

**K.P.A.A. Film City
Toastmasters 2647
Rochester, New York:**

Our club is extremely proud of the successful membership drive recently conducted under the leadership of Ed McAndrews, Administrative Vice-President. We believe that nine new members inducted at one meeting is something of a record. It is interesting to note that all these new members were recruited by the personal contact method, which we believe is always the most effective.

Picture shows Pres. Charles Lyons with new members Harold Isaac, Walt Hausler, Bill McDonald, Bob Casey, Howard Daly, Francis Hart, Bill Schroeder, John Sheret and Dan Tomlinson. At extreme right is Administrative Vice-Pres. E. McAndrews.

* * *

**Olympia Toastmasters 84
Olympia, Washington:**

Our club is now engaged on another highly successful Speechcraft course. Experienced members of the club are conducting the course as regularly assigned speaking assignments. Subjects range from preparation of a speech to poise and the proper way to conduct a meeting.

Education Chairman John Curtis states: "We purposely keep the lessons light, informal and entertaining. After all, we are selling Toastmasters International, too. We want our Speechcrafters as members when they finish the course. And we usually get them."



District Governor John Mackesy presents FMC charter to Pres. Tom Johnson



New Members for K.P.A.A. Club



Chairman Les Spurgeon (left) offers gavel to Ed. Chairman John Curtis as Olympia Club starts Speechcraft

PERSONALLY SPEAKING

By RALPH C. SMEDLEY

We Help Each Other

One of the finest characteristics of the Toastmasters Club is the spirit of mutual helpfulness which is developed among the members.

We are generally agreed that ours is a "self-service" club, with each member trying to gain as much as possible for himself. We realize that the more we get for ourselves, the more we can give to others in service. Each man soon finds that in gaining, he is also giving. In helping his fellow members to do better work, he gains much for himself.

One of the most important instances of this is found in our practice of evaluation. We learn to listen carefully, and to evaluate what we hear, so that we may suggest means and methods for improvement. As we help our fellow Toastmaster to improve his own speaking, we build good will toward him, and we develop a sense of personal interest and satisfaction in his advancement. And as we criticize him, we turn our suggestions on ourselves, and make sure that we correct in our own talking what we have objected to in his.

When we help someone, we take a new interest in him. We have in-

vested something in him by our suggestions, and we take pride in his moving ahead, because we have helped him along.

Let us remember that our process of evaluation includes appreciation and commendation as well as faultfinding. We must evaluate in the spirit of friendship and encouragement. We should never hunt for minor items with which to find fault, but rather, seek the good points which we can commend.

In all our work in our Toastmasters Club, let us carry the thought toward our fellow members: "My friend, I want to help you."

"Best Speaker of the Evening"

So you got the vote. You were rated the "best speaker of the evening." Perhaps they handed you a trophy—or award. Just what does all this mean to you and to the other members?

I can tell you what it does not mean.

It does not mean that you are to be puffed up with pride over having been awarded the palm. You are not to get the notion that you are really the best speaker in the club, have achieved top honors, or have no further need of training.

There are many points which enter into your victory. Perhaps the other speakers were not very good, so that it took no ultra-superior performance to win. Perhaps your speech subject had special interest. Perhaps you were lucky in hitting on a popular note.

Remember that the attitude of the audience, the subject, and the general atmosphere of the meeting may have had a great deal to do with the favorable reaction. If you had discussed a different subject, you might have ranked second or third, or even among the "also rans."

You are to be congratulated on having received this favorable verdict, provided you do not let it give you wrong ideas. It should encourage you to do better next time you speak. Laurels are pleasant to win, but they do not make a comfortable bed to rest upon.

The "Social Hour"

What a pleasant suggestion that phrase carries! A period in which we can relax from the strenuous work of the day, and talk informally with our friends, must be very welcome to every one of us.

Unfortunately, the expression has taken on another meaning for many. It suggests a time in which we may bend the elbow, lap it up, soak up a few or many cocktails, highballs, or other concoctions of the fluid which not only cheers, but all too often inebriates.

This is not intended as a temperance lecture or an appeal for total abstinence. The question of whether or not to drink is some-

thing for each man to settle for himself. The present question is, when to do the drinking.

When we go to a Toastmasters meeting, whether of club or district or of larger scope, we go, supposedly, with a serious purpose to improve ourselves. We need to be at our best, in order to do our best and gain the best from the program in which we participate, whether as listeners or speakers. The ingestion of alcohol into the system does not promote clarity of thinking nor excellence of performance. It does not even add to our conversational ability, and it relaxes our inhibitions and dulls our sense of propriety.

This "social" drinking often causes a man to spend more money than he can afford for such a purpose. I have known cases in which a thoughtful man dropped out of his club because, if he stayed in it, he had to go along with the bunch and buy drinks which he could not afford and did not want.

Regardless of our attitude in the matter of drinking, we must face the fact that alcohol is not an essential ingredient of a Toastmasters meeting. Let us have the social hour, by all means, but if we must have something to drink, to promote sociability, let us use some less expensive and less dangerous lubricant.

Drink if you must, but be careful when and how much. Watch your limits. In general, alcohol and Toastmasters do not mix with good results. For your own good, be careful how much strong drink seeps into your social hour. ❖

The experts say that most of us retain only half of what we hear—an expensive handicap in business, education, practically every kind of work. Here is what we can do to develop good listening habits.

Listening With The Inner Ear

By RALPH G. NICHOLS and LEONARD A. STEVENS

ARE WE A NATION of “Half-Listeners”? For several years at the University of Minnesota we have tested the listening ability of college students and business people who attend adult education courses. The results show that the average person remembers only about 50 per cent of what he has heard immediately after he has listened to someone talk—no matter how carefully he thought he listened. A couple of months later he is doing well to remember 25 per cent of what was said. These figures have been substantiated at a number of other universities.

Bad listening is a handicap to businessmen because their affairs are largely conducted by the spoken word, and its effectiveness is directly related to how people listen. When their listening is poor, it causes trouble at all levels of business.

Not long ago, for example, a group of employees in a Long Island factory were given oral instructions concerning the operation of a new forge. The men all seemed to listen carefully, but in a short time one of them hung a hot grappling iron on a wall where, according to instructions, only cool irons were to be placed. Another employee grabbed the hot iron which burned and stuck to his hand. The burn permanently impaired his ability to work.

The act of listening, as we shall consider it here, is defined as the ability to understand and recall the spoken word. This process is a skill—the same as reading is a skill—and when treated as such, we find that listening can be improved through training. It is already being taught at the University of Minnesota and other schools and colleges around the country.

In the past, however, listening has been the neglected stepchild of education, while reading has been the favored son. In our opinion, this imbalance was produced by several false assumptions held by educators. Teachers assumed, for example, that reading instructions would automatically improve listening. But actually the two skills are different from one another. The reader, for instance, has a body of words before him, and he can ordinarily read and reread them for understanding and retention. The listener, however, must receive words that come and go, one at a time, at a pace determined by the speaker. Effective listening, therefore, requires skills not developed by reading instruction.

In the schools that were attended by today's adults, reading received about six years' formal attention, but listening ability was neglected. The typical student was graduated, as a fairly good reader and a poor listener, into a world of telephones, radios, critical conferences and trials by jury—all depending upon an understanding of the spoken word.

Most people do not realize how much time they spend just using their ears. A survey made by Paul T. Rankin, as supervising director of research and adjustment for the Detroit Public Schools, showed that the average adult spends 45 per cent of his communicating time listening. The remainder is divided up among reading, writing and speaking.

Other surveys substantiate Rankin's findings. Some of them have been made by businessmen who

have found that white-collar workers sometimes received from 40 to 80 per cent of their salaries for using their ears. When they don't know how to listen well, these employees are unduly expensive. The effects of their bad listening—in addition to causing costly errors—are reflected in a number of ways throughout a business.

Bad experiences with listening compel many businessmen to avoid oral communication if messages have the slightest importance. This tendency whips up a snowstorm of memos.



Two businessmen at the Madison, Wisconsin, airport were overheard discussing a purchase order that was urgently needed from their home office in Chicago.

“Did you let John know how to prepare the order and exactly where to send it?” asked one man. “Yes, this morning,” said the other.

“How? Did you wire him?”

“No, by telephone.”

“Oh, no! Don't ever depend upon John getting anything straight verbally. You've got to get it into writing for him, so that it'll stare him in the face.”

Because of the rule to “Put it into writing!” industry's filing

cabinets are overstuffed with written messages that should have been spoken. Poor listening is thereby forcing people away from the spoken word, which can be a faster, more economical means of communication than the written word.

"Upward Communication"

The need for improved listening shows up more and more as a business firm grows. For example, it acquires importance in "upward communication." The top man of a large business has many channels for communicating downward through an organization, but he has few channels for the upward flow of information from all those who work under him. For the top man, it's like speaking to a person who doesn't answer. The more he talks, the more uncertain he becomes of the reaction he produces below. Many methods are tried to induce upward communication (the suggestion box, for one) but few work well.

There's one obvious upward channel in operation every day. The foreman listens to the man at the bench, the superintendent listens to the foreman, and so on up the line. All would be fine except for the bad listeners along the way. They either stop or twist the upward-bound information, making it useless. Here is a place where improved listening could serve industrialists well.

The smooth horizontal flow of information also becomes increasingly important in growing industries. Without it one department soon loses track of another. Salesmen, for instance, get into trouble

because they don't know what production people are up to. When this occurs, departments need to get together, and the best way is through conferences which, of course, depend upon talking and listening. The talking at a conference usually takes care of itself, but it only burns up oxygen if it isn't heard and absorbed. Indeed, an efficient conference, if you think about it, requires far more listening than talking. This, coupled with the fact that businessmen conduct their most important affairs at meetings, really calls for listening improvement among executives.

The skill of listening has a crucial role in the human relations area of business. For instance, it's important for most people to talk and be heard, to voice their problems, to get things off their minds. Executives are frequently called upon as listeners for this purpose, because subordinates are likely to turn to superiors for a sympathetic ear. When it isn't there, strange things have been known to happen.

At a large plant near Chicago, a few years ago, a promising young superintendent slowly became sullen and uncommunicative to the point of being useless. He was to be fired or demoted. The parent company, an electrical equipment manufacturer, sent a trained counselor to see the man. By listening sympathetically, the counselor eventually encouraged the superintendent to talk freely about his problems. Here, very briefly, is the tale told by the superintendent:

At one time he was away from work because of family trouble. He tried expressing his problems to the

plant manager, who refused to listen. "Don't bring family troubles here," said the manager. "They're no excuse for being absent." With no other outlet, the superintendent's problems grew in his mind. They slowly reduced his effectiveness on the job. By the time the counselor arrived, the problems had turned into mental monsters.



With the opportunity to talk out his problems, he saw them more realistically. Slowly, he found the flaws in his own thinking, and was soon on the way to being useful again.

Too many businessmen feel that they can only listen to the most pertinent of their subordinates' statements. This is a mistake. At times an executive can be of service to those who work for him, and to his organization, simply by acting as a sounding board, by being a sympathetic listener.

The Value of Aural Skills

Once people become aware of the importance of good listening, they are likely to show some improvement almost automatically. Telephone operators, for instance, are usually good listeners, not necessarily as a result of special train-

ing in the aural skills, but because they know the importance of good listening. At times, their abilities to retain what they hear have been valuable far beyond the line of duty.

A Streetman, Texas, operator plugged into her switchboard one day to hear an excited farmer calling her. He said that a car driven by two men had just run off the road near his home. While he went for help, the men disappeared. As he returned to the empty car, he found a Missouri license plate and two guns hidden nearby.

"What'll I do?" he asked the telephone operator.

"Tell me what the men looked like," she said. The farmer described the men, and the operator quickly rang the sheriff's office. Before going on duty, she told the sheriff, she had heard a news broadcast saying that six Springfield, Missouri, police officers had been shot to death. The broadcast had described the killers, and the description, said the operator, fitted the two men who had ditched the car. Following her tip, the police caught up with the two outlaws in Houston, Texas.

The development of such acute listening habits within most people also requires an understanding of what produces effective aural skills. For this reason, let's consider some of the more technical aspects of listening.

What do you listen for when someone is talking, and you really want to understand him? A common answer to this question is: "I listen for the facts." The intentions are good, but we've found that "I-

get-the-facts" listening doesn't work well. Here's what happens:

Let's say your boss is giving you instructions made up of facts that we will label A to Z. The boss begins to talk. You hear Fact A and think: "I've got to remember it." So you begin a memory exercise of repeating, "Fact A, Fact A, Fact A . . ." Meanwhile, the boss is relating Fact B. Now you have two



facts to remember, and you're so busy doing it that you miss Fact C completely. And so it goes up to Fact Z. You catch a few, garble others and completely miss the rest.

When a person talks to you, he usually wants to put across an idea or two. He uses facts to support the ideas, like building blocks. A good listener naturally hears the facts, but he concentrates on finding what they all add up to. He weighs one against the other, trying to recognize their relationship. In so doing, he looks for the main idea the speaker wishes to impart. When this happens, the listener is likely to get the most meaning from what he hears.

Regardless of what you listen for, aural concentration is a problem—and for a special reason. It's made difficult by the way people

talk. The average person speaks at a speed of about 125 words per minute. Most of us think at about four times that rate (if we measure thoughts in words), and it's impossible to slow down. Therefore, we have about 400 words of thinking time to spare every minute that we listen to someone talk. What the listener does with this spare time determines how well he concentrates aurally.

The bad listener uses the excess time to take mental excursions away from the spoken line of thought entering his ears. He starts following the speaker, but then, knowing that he has time to spare, he thinks his own thoughts for moments here and there. These brief side excursions continue until his mind carries too long upon some enticing but irrelevant subject. Then when his mind returns to the speaker, the would-be listener finds he's losing track of what is being said. Now it's harder to follow the speaker and easier to take more side excursions. Finally, the listener gives up, allowing his mind to remain in a world far off from the speaker.

What to Listen For

In listening improvement courses, we try to help students with this problem of aural concentration. It's done by suggesting ways that the listener may apply all of his thinking time to the spoken words. To do this, he should:

Try to anticipate what a person is going to talk about. On the basis of what the speaker has already said, the listener should ask himself: "What's he trying to get at?"

What point is he going to make?"

Mentally summarize what has been said. What point has the speaker made already, if any?

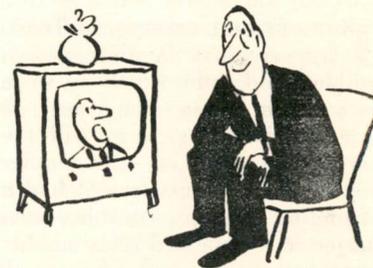
Weigh the speaker's evidence by mentally questioning it. If he gives facts, illustrative stories and statistics, the listener should ask himself: "Are they accurate? Do they come from an unprejudiced source? Am I getting the full picture or is he telling me only what will prove his point?"

Listen "between the lines." A person doesn't always put everything that's important into words. The changing tones and volume of his voice may have meaning. So may his facial expressions, the gestures he makes with his hands.

With these principles in mind, a person is on the way to improved listening—but he won't arrive unless he works hard aurally. This means doing some listening that requires mental effort. Too many of us turn a deaf ear to words more difficult than those of a TV comedian. If an oral explanation is hard to understand, we say: "Make it easier or I won't listen." If a talk seems uninteresting, we quit listening, saying: "That fellow is a bore, therefore he can't have much to say." Such habits form a downward spiral leading to the lowest common denominator of listening ability.

One who wishes to improve his

aural abilities must sometimes listen to talk that requires a degree of mental strain for understanding. The right kind of practice can be found, for example, in certain radio and TV discussions or speeches,



in educational lectures, in a number of spoken-word recordings now on sale and in the ever-present possibility of reading aloud to one another at home.

In the past, there has been confusion about communication responsibility between speakers and listeners. Almost all of the responsibility has been placed upon the speaker. The listener has said, "If you can't catch my attention and make me understand, it's your fault." But this is absurd if you remember that the listener is on the receiving end. At least half—perhaps more—of the communications responsibility should fall on him. When this concept is more widely realized, we will find better listeners everywhere. ♦

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A bore is a person who talks when you wish him to listen.

—Ambrose Bierce

OUR



EMBLEM

By RALPH C. SMEDLEY

THE OFFICIAL EMBLEM of Toastmasters, that familiar design in blue and gold which is worn with pride by so many men, is something which grew up with the movement. Like so many other features of Toastmasters, it had a beginning long ago, and it has been subjected to repeated revisions for improvement.

The first attempt at production of such a mark of distinction came in 1928, before we had any formally organized federation. I published a mimeographed "Manual" to provide information for many inquirers. For the frontispiece, I used a design consisting of a gavel standing erect, with the letters "T-C" twined around it. This was a very simple design, made simple so that it could be reproduced on the mimeograph stencil without great trouble or artistic ability. It served its purpose.

In 1931, when we were in the process of developing our formal organization, some of the men felt the need for a distinctive emblem. At an executive meeting on January 24th of that year, Clarence Marshall of Pasadena and George Hedstrom of Anaheim presented for consideration a sketch of a design for use on printed matter, and intended to reflect our purposes. This had for a background a circle filled with a map of continents with the letters "T-M" upon it. Crossed

gavels were behind this circle, with the gavel heads showing at the margins. Around the edge was a strip of blue bearing at the top the words *Oratores Omnes*, and at the bottom the word "International."

This emblem, in blue and gold, was adopted and a little later on, a lapel button was made up and was readily accepted for use by members.

In 1941, there was another revision. Instead of the "T-M" there was substituted the single "T" on the face of the globe. The Latin words for "All Orators" were dropped, and in their place was the word "Toastmasters." This is the emblem worn today by a multitude of men who are proud to be known as Toastmasters. The pin should remind each of them of his obligation to conduct himself as a Toastmaster should, whenever he speaks or conducts a meeting, and even when he converses casually.

According to the dictionary, an emblem is "a visible sign of an idea; a symbol or typical representative."

For the member, it is a constant reminder of the ideals and principles of the organization. For others who observe it, the emblem suggests skill and fluency in speech. Let every man who wears it be reminded of his obligation to be worthy of displaying it. ♦

Once a year, since 1934,

Toastmasters have been getting . . .

In A Conventional Mood

Although the 1959 Toastmasters International Convention in San Francisco, August 27 to 29, is expected to set a new attendance record, old-timers don't expect the percentage of clubs represented to come anywhere near the figure set at the first Toastmasters Convention at San Diego in 1934. At that first annual meeting, there were delegates in attendance from nearly two-thirds of the clubs! Of course, there were only 28 clubs in existence and all but seven of them were in California.

The Toastmasters organization was four years old when it held its first International Convention. Prior to the 1934 meeting, Council meetings had been held several times a year at various cities in Southern California. At the second convention held in 1935 at Santa Monica, California, Raymond J. Huff of Seattle was the first president to be elected from outside of California.

Santa Barbara was the site of the 1936 convention and Hollywood was the convention city for 1937. The 1937 convention elected Ralph C. Smedley as secretary. At that time, he was also general secretary of the Santa Ana YMCA. To permit him to handle both jobs, the offices of Toastmasters International were moved from Los Angeles to Santa Ana.

The first convention held outside of California was at Tucson, Arizona, in 1938. Conventions were held in California in 1939, 1940 and 1941 at San Jose, San Diego and Santa Cruz. The 1941 convention was the 10th anniversary of the formal organization of Toastmasters International. Delegates at the Santa Cruz meeting were encouraged to learn that the number of active clubs totaled 205.

During World War II, the Government requested that large gatherings be eliminated because of travel difficulties and food rationing. From 1942 to 1945, board meetings held each year in Los Angeles served as annual conventions. Elections were handled by mail.

There were 416 active clubs at the end of World War II and full-fledged conventions were resumed in 1946 with Seattle playing host to 900 Toastmasters and their friends.

Since 1946, Toastmasters International conventions have been held in Minneapolis (1947), San Francisco (1948), St. Louis (1949), Spokane (1950), San Diego (1951), Chicago (1952), Denver (1953), Washington, D. C. (1954), Los Angeles (1955), Detroit (1956), Dallas (1957), and Pittsburgh (1958).

This year, when the gavel sounds to open the 1959 convention at the Sheraton-Palace Hotel in San Francisco, it is a foregone conclusion that Toastmasters from all parts of the nation and from several other countries will once again be in a conventional mood. ♦

Letters to the Editor

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

I am serving on a planning committee of the Armed Forces Management Association, a non-profit, professional management association developed to improve management techniques in the Department of Defense. The planning committee is working on a chapter administrative manual covering procedures and standard forms used in operating a national system of chapters. Several members are Toastmasters and have been impressed by the administrative packet and materials you provide to start new clubs.

John Westgate
Club 1979
Arlington, Virginia

I do not believe that *The TOASTMASTER* should publish articles such as "You Can Preside" by Ernest S. Wooster (February 1959 number.) I say this because so many of our young men are in Toastmasters to learn, so what we teach should be authentic.

Wooster tries to convey the thought that General Robert is the inventor of parliamentary law; and it is obvious that he has not engaged in any research on the subject.

Parliamentary law as we know it, is a development of the British Parliament. Hence the word "parliamentary." This law was developed long before the discovery of America and was brought to this country by the English colonists; the colonial assemblies followed it to the letter. It was always used in the several continental congresses and the Constitution Convention; it has always been "the law" of the United States Congress and of all state and terri-

torial legislatures and the major political party conventions.

Robert merely condensed and adapted the parliamentary law to organization use; and while it is adequate for small organizations such as a Toastmasters club it is otherwise woefully inadequate.

General Robert was not learned in parliamentary law and was not himself a parliamentarian.

"Robert's Rules of Order" is continually cited in a majority of organizations as the supreme authority, and doubtless 90 percent of those who swear by them believe Robert to be the one and only parliamentary law-giver.

As Wooster says in his concluding paragraph, "Ignorance is not a substitute for knowledge."

To keep the record straight, I trust you will see fit to publish this letter.

John M. Kyle
Club 1254
Washington, D. C.

Will you please send me a copy of "The Toastmaster" which carries a condensed version of the procedures for holding a meeting? I find myself completely lost with "Robert's Rules of Order" and shall be glad to reimburse you for your condensation.

D. D. Phelps
Assistant Vice President,
Merchandising,
The Mountain States
Telephone & Telegraph Co.
Denver, Colorado

My principal reason for writing is to compliment you on the magazine. In my opinion, it is steadily improving. I was pleased to see that the article by Dr. Smedley, "THE TOASTMASTERS CLUB . . . its meaning and values," was featured. I think this is the classic of Toastmaster writings and I am very much ashamed that I have never taken the time to write and say so. It should be placed in the hands of every man when he is inducted into the organization. I think it would give members an understanding of Toastmasters which could only be obtained by many years of experience, perhaps only by experience beyond the club level.

I have never known the editor of "Just in Jest." This is an outstanding department. In my opinion—again—this is the best of its kind, unequalled in any other publication. Flowers for the living.

The inter-organization relations program is a master stroke of public relations and I am going to be interested in the progress of the Foundation.

I know you will be interested in learning that at least one Toastmaster is very well satisfied.

John M. Lamparter
Past Int. Dir.
Indianapolis, Indiana

Reprints of Dr. Smedley's article are available at the Home Office; no charge for 25 or less, over 25, for two cents each.

Several of our members have sent me copies of your July 1958 issue, containing an article entitled "The Public Is Listening" by Charles V. Opdyke. They are suggesting, of course, that this article, written by an architect and a member of the Institute, be reprinted in the *JOURNAL* of the AIA.

When John Richards of Toledo, the President of the Institute, sent me a copy with his recommendation, I thought I had better

do something about it! So may I have your permission to reprint this article in the *AIA JOURNAL*? I am sending a copy of this letter to Mr. Opdyke with the hope that he will take it as a request for his approval.

You have a very interesting magazine. This is the first copy I have seen. Congratulations on doing an excellent job.

Joseph Watterson, Editor
The American Institute of
Architects
Washington, D. C.

Permission granted—ED.

In the December, 1958 issue of "The Toastmaster" there appeared an article by J. Gustav White, entitled "The Toastmaster's Looking Glass" in which is described an aid to evaluations called The Toastmaster's Looking Glass.

In our club we are desirous of adopting this as an outline to follow and as an aid to evaluating our talks. Is this "Toastmaster's Looking Glass" available for purchase in printed form?

Chas. E. Higley
Club 2615
Lander, Wyoming

Sorry, no reprints yet.

I simply cannot say enough good about Toastmasters training.

When I gave my ice-breaker speech on March 26, 1957, I didn't think it was possible for me to overcome my stage fright. However, I went on to win best speaker on 6 of my 12 speeches.

Now I am President of our club and have never missed a meeting since joining.

Oliver Gregerson
Club 2308
Boise, Idaho



..... CLEVELAND

Toastmaster Town of the Month

It may be hard to believe, but Cleveland was once a subdivision of Connecticut. It all happened after the Revolutionary War when Connecticut claimed northeastern Ohio and turned the area over to a private company to promote and settle. General Moses Cleaveland was the company's head surveyor. In July, 1796, he chose a site at the mouth of the Cuyahoga River for the town that was to bear his name. Later the "a" was dropped and the town became Cleveland.

Today, the Greater Cleveland metropolitan area has a population of more than 1,600,000 persons. Although the city itself was originally settled by New Englanders, industrialization has changed the population picture. At present, 40 per cent of Cleveland's population is either foreign born or of foreign parentage.

Seventh largest city in the United States, Cleveland is on a level plain which stretches for miles east and west, 60 to 80 feet above Lake Erie. It is a city of steel mills, oil refineries, lumber yards and other heavy industry. It is a center of precision manufacture and fabrication of all manner of things made from iron, steel, copper, brass and aluminum. Cleveland has Western Reserve University with 11 schools and colleges, Case Institute of Technology, John Carroll University, Baldwin-Wallace, and Fenn College. It has an outstanding zoological garden, art galleries, museums, miles of parks, a civic playhouse and one of America's great symphony orchestras.

The Insurance Board of Cleveland was founded in 1846. The Cleveland Chamber of Commerce was organized in 1848. The first Toastmasters Club in Cleveland was chartered in December, 1945.

Five of Cleveland's 15 Toastmasters clubs hold luncheon meetings. The original club, Cleveland Toastmasters 351, meets in the Sterling Hotel at 6:15 p.m. each Wednesday. Other Cleveland clubs holding evening meetings are Electric Storage Battery 1208, Brush 1388, Thompson Products 1701, Knights 1713, Valley View 2096, A.I.M. 2376, Warner & Swasey 2418, Edgewater 2544 and Greater Cleveland 2825.

Luncheon clubs are Forest City 1185, Mid-Day 1790, Cuyahoga Heights 1894, Lake Erie 2363 and First C.P.A. 2550.

After more than 100 years, there is still only one Insurance Board of Cleveland and only one Chamber of Commerce. But in less than 14 years, the male citizens of the area have organized 15 Toastmasters clubs. Toastmasters may draw their own conclusions from these comparative statistics. Obviously, Toastmasters are popular in Cleveland.

This is the first of a series of Toastmaster Towns of the Month.



1st Toastmaster: "How's that waterproof, shock-proof, unbreakable, anti-magnetic watch you got for Christmas?"

2nd Ditto: "Oh, I lost it."



At 20 a man longs to carve his name in the Hall of Fame. At 40 he has either finished the job, or lost the knife.



Politician: "My boy says he would like a job in your department."

Official: "What can he do?"

Politician: "Nothing."

Official: "That simplifies it. Then we won't have to break him in."



The narrower a man's mind, the broader his statements.



Two business partners went fishing in a small rowboat, and suddenly a storm blew up. The boat capsized, and one of the men began to swim; his partner foundered and sputtered helplessly. He was sinking!

"Say, Harry," the swimmer said to the sinking man, "can you float alone?"

"My gosh," cried the sinking man, "I'm drowning, and he talks about business!"



Wife (to husband reading): "I want to do some shopping today if the weather permits. What does the paper forecast say?"

Husband: "Rain, hail, sleet, snow, thunder, lightning and fierce winds."

While touring the south of France by car recently, a colleague of mine came to a small town where a brass band of twelve musicians was blaring away in the square outside a house. This puzzled him because all the doors and windows of the house were shut and there was no sign of life there.

During an interval he approached one of the players and inquired: "May I ask why you are doing this?"

"Certainly," was the reply, "we're serenading our burgomaster. It's his birthday. He lives in this house."

Still puzzled, my colleague then asked the conductor of the band: "Why doesn't the burgomaster come to the window to acknowledge your serenading?"

"Because I have to be down here conducting," the man replied. "I can't be in two places at once, can I?"



The ideal accident would be a collision between the man seeking the office and the office seeking the man.



You might think of the serious plight of the business tycoon. Each time he added another of his sons to the firm's payroll, he was accused of putting on heirs.



A friend of ours heard from the Ladies' Club back in his home town: "This year they're not going to run a fund-raising bazaar. They're going to buy a 2nd-hand motorcycle and operate a speed trap instead."

New Clubs

(As of February 15)

- 746 ALTUS, Oklahoma, (D-16), *All-American City*, Thurs., 6:30 p.m., Hotel Shaffer.
- 880 ST. LOUIS, Missouri, (D-8), *Noon Toasters*, Fri., 12:00 noon, Fairgrounds Hotel.
- 943 ST. PAUL, Minnesota, (D-6), *Hi-Way*, Mon., 5:00 p.m., New Highway Department Building.
- 1224 FORT SASKATCHEWAN, Alberta, Canada, (D-42), *Fort*, 2nd & 4th Wed., 6:15 p.m., Brant Hotel.
- 1616 POMONA, California, (D-F), *Terrier*, Wed., 4:30 p.m., Hull House, 888 West Fifth Street.
- 1708 PLYMOUTH, Indiana, (D-11), *Plymouth*, 2nd & 4th Tues., 6:00 p.m., Warana Restaurant (temporary).
- 1753 FERNDALE, Washington, (D-2), *Ferndale*, Wed., 7:00 p.m., Johnson's Fine Foods.
- 2102 WHITE BEAR LAKE, Minnesota, (D-6), *Town & Country*, Tues., 7:00 p.m., Picturedly.
- 2195 JACKSONVILLE, Arkansas, (D-43), *Air-Jax*, Mon., 6:00 p.m., Little Rock Air Force Base Officers' Club.
- 2212 MEYCAUAYAN, Bulacan, Philippines, (D-U), *Meycauyan*, Sat., 8:00 p.m., Municipal Session Hall.
- 2287 JUSEPIN, Venezuela, (D-U), *Monagas*, 1st & 3rd Tues., 7:00 p.m., Creole Conference Room, Jusepin, Estado Monagas.
- 2310 TARENTUM, Pennsylvania, (D-13), *Alleghany Valley*, alt. Tues., 6:15 p.m., Tarentum Elks Club.
- 2416 CHATEAUROUX AIR STATION, France, (D-U), *Les Orteurs*, Thurs., 12:30, Officers' Club.
- 2445 CHATEAUROUX, France, (D-U), *Bosuet*, alt. Thurs., 12:30, Officers' Club.
- 2807 BALTIMORE, Maryland, (D-36), *Chesapeake*, 2nd & 4th Thurs., 6:15 p.m., Offices of the Maryland Casualty Company.
- 2847 MORGANTON, North Carolina, (D-37), *Morganton*, 2nd & 3rd Tues., 6:00 p.m., Community House.
- 2874 BOGOTA, Colombia, South America, (D-U), *Bogota*, 2nd & 4th Thurs., 6:30 p.m., Hotel Tequendama.
- 2887 MOUNT CLEMENS, Michigan, (D-28), *Mount Clemens*, Thurs., 7:30 p.m., YMCA, 34 North Walnut Street.
- 2891 PARKERSBURG, West Virginia, (D-U), *Parkersburg*, 2nd Wed. & 4th Tues., 6:00 p.m., Wilmar Restaurant.
- 2901 GERMANTOWN, Maryland, (D-36), *Atomic Energy Commission*, alt. Tues. with one evening per month, 11:30 a.m., & 7:00 p.m.
- 2094 ARLINGTON, Texas, (D-25), *Great Southwest*, 1st & 3rd Thurs., 6:30 p.m., Glass House Restaurant.
- 2905 FORT HUACHUCA, Arizona, (D-3), *Weatherwise*, Tues., 11:30, El Coronado Restaurant, Sierra Vista, Arizona.
- 2908 ALBION, Indiana, (D-11), *Chain-O-Lakes*, Thurs., 6:15 p.m., Legion Hall.
- 2909 POTTSTOWN, Pennsylvania, (D-38), *Pottstown*, 2nd & 4th Thurs., 6:30 p.m., Elks Home, 61 High Street.
- 2910 WELLSBURG, West Virginia, (D-13), *Brooke County*, Wed., 6:30 p.m., Dining Hall of the Wellsburg American Legion Building.
- 2915 DALLAS, Texas, (D-25), *Dallas East*, Thurs., 6:30 p.m., Youngbloods Restaurant, Casa View Village.
- 2916 ANCON, Canal Zone, (D-U), *USAR-CARIB*, 2nd & 4th Wed., 6:00 p.m., Tivoli Hotel.

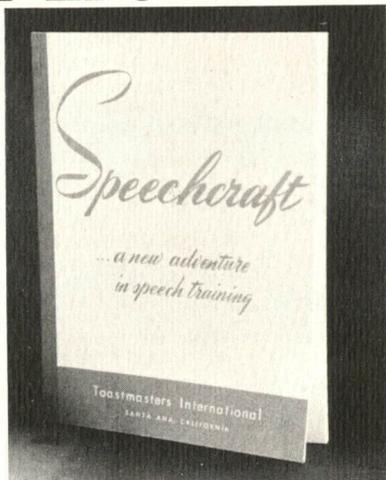
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