

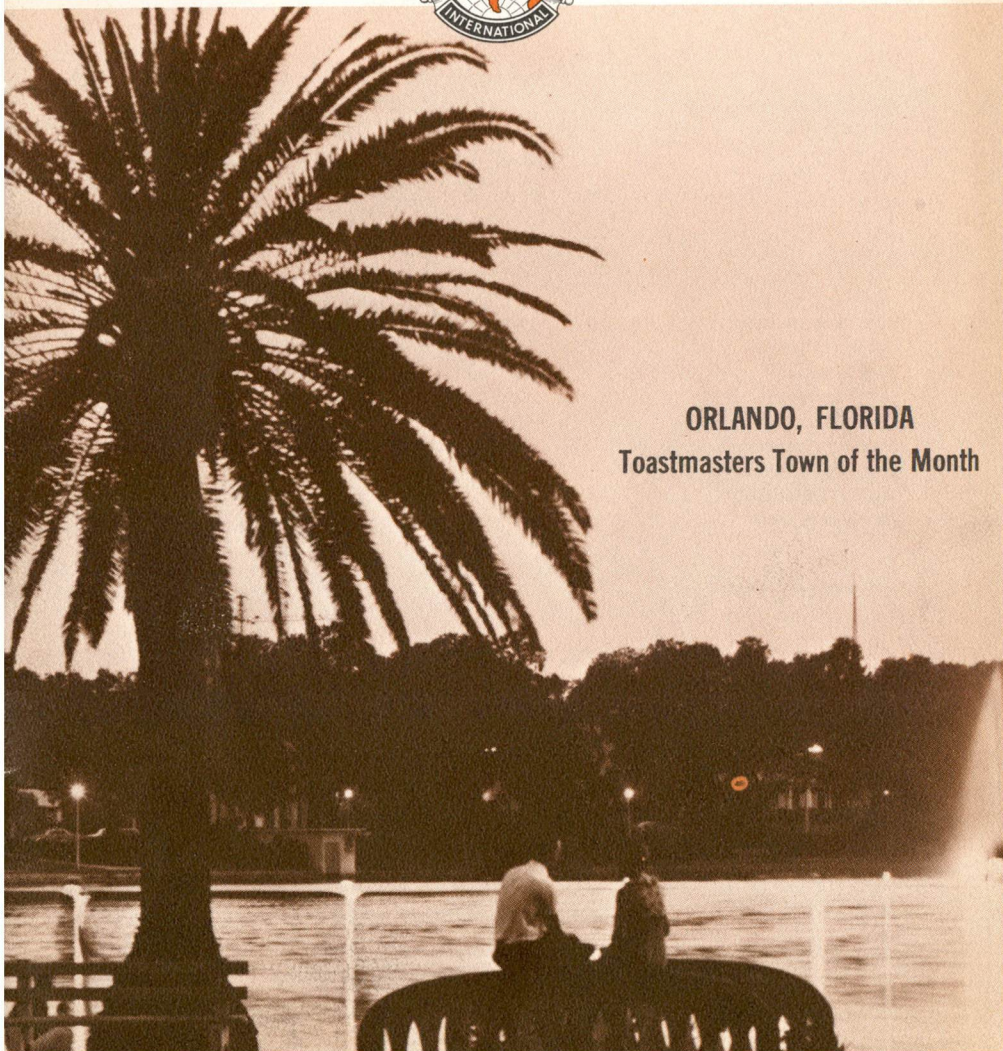
THE TOASTMASTER

NOVEMBER

1969



ORLANDO, FLORIDA
Toasters Town of the Month



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TOASTMASTERS INTERNATIONAL is a non-profit, non-partisan, non-sectarian, educational organization of Toastmasters clubs throughout the free world. These clubs have a membership of 73,133.

The Toastmasters programs provide opportunities to develop skill in listening, thinking, and speaking, and in leadership by participating in a series of oral communications projects with constructive evaluation, leadership experiences, and community programs. These and many other opportunities to develop executive potential are presented in the fellowship of an organized group of men — the Toastmasters club.

Each club is a member of Toastmasters International. The club and its members receive services, supplies, and continuing guidance from the World Headquarters, Santa Ana, California 92711.

THE TOASTMASTER

BETTER LISTENING, THINKING, SPEAKING FOR MEN ON THE MOVE

VOL. 35 NO. 11



NOVEMBER, 1969

INDEX

OUR COMMITMENT TO SHARE —	
by International President Ralph E. Howland, ATM	3
EDUCATIONAL HAPPENINGS FOR YOU AND YOUR CLUB	4
1969 GOLDEN GAVEL PRESENTED TO WALTER CRONKITE	6
OFF TO A GOOD START!	7
CHANGE — A CHALLENGE TO MANAGEMENT —	
by Gordon L. Lippitt	8
TOWN OF THE MONTH — Orlando, Florida	15
INTERNATIONAL NEWS	16
HONOR ROLL	19
TOASTMASTERS ON THE MOVE	20
PRESIDENT'S PROGRAM PROGRESS REPORT	23
FROM ANARCHY TO ROBERT'S — by Ira Glickstein	24
FINANCIAL REPORT	30
THE SPIRIT OF SPEECHCRAFT — by J. Clarke Sinex	34
CHRISTMAS SHOPPING IDEAS FOR TOASTMASTERS	38
NEW CLUBS	40

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In This Issue...

ANNIVERSARY KICKOFF — In ceremonies in New York City, International President Ralph E. Howland presented TI's highest award, the Golden Gavel, to Walter Cronkite, internationally known reporter and newscaster of the Columbia Broadcasting System television network. The award was presented October 1, kicking off TI's 45th anniversary celebration during the month. See page 6.

ADAPTING TO CHANGE — Author Gordon L. Lippitt, president of Leadership Resources, Inc., in Washington, D.C., describes how management personnel meet the challenge of change. Effective communication is an important aid to meeting this goal. See page 8.

WHICH SYSTEM IS BEST? — Toastmaster Ira Glickstein pens an interesting and entertaining article describing the rules of order: from anarchy to Roberts. He suggests that unanimity and autocracy can be blended with parliamentary procedure. See page 24.

SPEECHCRAFT FOR THE NEEDY—Toastmaster J. Clarke Sinex relates a club's experiences in sharing Speechcraft with needy people in the Huntsville, Ala., area. Author Sinex maintains that Speechcraft has much more to offer Toastmasters than a means of increasing membership. See page 34.

HOLIDAYS AHEAD — *The Toastmaster* presents several Christmas shopping ideas for Toastmasters. Be an early-shopper! See page 38.

It is with regret that *The Toastmaster* announces the death of Past International Director Richard V. Keim. Mr. Keim was governor of District 15 in 1955-56 and a member of the Toastmasters International Board of Directors in 1960-62.

THEE AND ME



Outlook '70



Our Commitment To Share

Our commitment to share our Toastmasters communication and leadership program with a greater number of men is being affirmed by a special, October-through-January, membership sales project.

I ask that you acquaint one person with Toastmasters International each day. Don't ask them just to join your club, but learn whether they have heard of our program, correct misconceptions they might have about Toastmasters, and *then* invite them to visit and observe your club in action.

This plan is elementary enough to be successful, but it takes the boldness of a Toastmaster who realizes that part of his Toastmasters involvement is to share our program with others.

The aim of this plan is neither to prove or disprove its effectiveness nor merely to add members in record numbers. Its aim is to develop in each of us the habit of sharing, of talking with others about our organization just as we do with each other at our club meetings.

Only the lack of this habit has kept us from growing at a greater rate. We lack the habit not because we refuse to share, but simply because we have not had a simple plan and an easily explained technique to open our eyes to the value and ease of developing such a habit.

Join with me in being committed to sharing Toastmasters with a greater number of men. Together we will make an outstanding contribution to Toastmasters International and to the men with whom we share our program.

You have my hand of commitment. I am confident I have yours.

International President Ralph E. Howland

Toastmasters Members Serve and Grow

A New Educational Service...

Educational Happenings For You and Your Club

YOUR TOASTMASTERS TESTIMONIAL

TI's current October-through-January membership sales project offers an outstanding opportunity for you to gain experience giving testimonial speeches — in this case, testimonials about how the Toastmasters communication and leadership program has benefited you.

Several guests are present at each club meeting during this special membership sales period, so ask your educational vice-president and educational committee to schedule your testimonial talk as part of the program. Ask to present your talk toward the close of the meeting. In this way it will serve as an after-the-meeting conversation-starter between you and the guests.

Build your talk around examples of how your club experience has been of practical value in your work and community activity. The key points you can make include: how you have benefited from your ability to listen to and evaluate new ideas, the value of being able to speak effectively, organize efficiently, preside knowledgeably, and think on your feet; how club training has improved your performance at work or in community affairs, your relations with work supervisors and subordinates; and how Toastmasters has contributed to personal and job advancement, to self-confidence and poise in meeting new challenges.

HOW'S YOUR HUMOR?

New interest and sparkle can be added to your talks when you use humor, but it is not essential to good speaking. It is to your advantage if you have humor as a tool in your speaker's kit, but don't feel compelled to use it. Humor should fit easily into your speeches when you use it, not thrown in because you think it is necessary. Humor can be disastrous to your success



as a speaker if you can't use it well, but it is a wonderful device for use in skilled hands.

The acid test for most humor is its relevancy — how well it fits the idea being developed. Humor can be used to arouse and hold the attention of the audience, to earn your listeners' good will, to persuade, and to embellish the unexpected events that occur during the speech.

Which form of humor do you use most effectively: exaggeration, the surprise twist, the pun, a parody, or burlesque? Learn more about your favorite style and explore the possibilities of other forms by referring to the *Humor Handbook* (Code 1192) for guidance about how humor can add sparkle to your next speech.

GRAMMAR GUIDES

The English language has no third person singular pronoun to refer to individuals of either or both sexes, but three ways have been developed to make up for this lack of an accurate pronoun.

The most satisfactory way is to use *he* or *his*, even when some of the persons being referred to are female:

"Mr. Brown and Miss Green led the discussion, each giving *his* opinion."

Sometimes when the majority of the group referred to would be women, use *her* in the same way:

"Each teacher is required to submit *her* report to the principal."

Sometimes both *he* and *she* are used:

"A teacher gives his or her own opinion and often influences a student to think as *he* or *she* does." (The use of *he* and/or *she* has been called "correct but not commendable.")

The third way is to resort to a plural pronoun. This is the usual informal colloquial solution:

"Neither Mr. Brown nor Miss Green tasted what *they* ate."

(Continued on page 33)

45th Anniversary
Kickoff...

1969 Golden Gavel Presented To Walter Cronkite

International President Ralph E. Howland presented TI's Golden Gavel to internationally-known news reporter Walter Cronkite at special ceremonies October 1 in New York City.

Expressing his gratitude for the recognition accorded him, Mr. Cronkite urged all people to demand the presentation of factual and complete news reporting via the mass media. Mr. Cronkite said his Columbia Broadcasting System tele-



vision news program is presented on a person-to-person basis, a prerequisite to effective communication.

Among the TI dignitaries at the award program were International Directors Frank J. Hurst and Albert Nickerson, District 18 Governor William D. Lennon, Immediate Past District 46 Governor Joseph W. Hickenbottom Jr., other district officers, and New York City Toastmasters club presidents.

FELLOWSHIP — Enjoying the fellowship of the Golden Gavel presentation program are (from left) Toastmasters International Executive Director Robert T. Buck Engle, International President Howland, and Walter Cronkite.



RECEPTION — 1969 Golden Gavel recipient Walter Cronkite and International President Howland visit with International Directors Albert Nickerson (left) and Frank J. Hurst at a reception after the Golden Gavel presentation.

Membership Sales Project...

OFF TO A GOOD START!



Capitalizing on the October celebration of Toastmasters International's 45th anniversary, Toastmasters around the world got off to an enthusiastic start in International President Ralph E. Howland's special October-through-January membership sales project.

Anniversary-month activities heightened community awareness and interest in Toastmasters, and hundreds of members took this opportunity to invite prospective members to join the celebration and learn how Toastmasters can benefit them.

Clubs everywhere now are putting the momentum and enthusiasm generated by their anniversary-month activities to work in the membership sales project. At the same time they were meeting President Howland's goal that every club, area, and district/council conduct special anniversary programs during October, Toastmasters were developing their programs to achieve President Howland's other TI goals for 1969-70: every member sponsor a member and complete at least six Communication and Leadership projects, every club conduct at least one Youth Leadership Program and one Speechcraft course, and each area sponsor a new club.

Membership gains for the first month of the four-month project are incomplete, but reports of increased club, area, and district activities indicate that membership is on the move.

Substantial membership gains are anticipated as, to paraphrase President Howland's slogan "Toastmasters Members Serve and Grow," Toastmasters members *share* and grow during TI's 45th anniversary year.

CHANGE — A Challenge To Management

By GORDON L. LIPPITT
Pres., Leadership Resources, Inc.
Washington, D. C.



More man-hours and more dollars are spent on managing organizational affairs than on any other peacetime activity in the United States. For the most part, this managerial leadership is undertaken in small and large organizations alike without special training in the skills required to cope with change. The very behavior of those trying to achieve change often erects an impenetrable barrier between the led and the leaders.

Cope With Change

Such a condition exists even though we have numerous management development programs and increasing numbers of persons in managerial positions who have college degrees in Business Administration, Public Administration, Engineering or some other sign of academic achievement. A major reason for the dearth of more effective managerial leadership is a lack of ability of modern managers to cope with the rapid process of change that is taking place in today's business or industrial organizations.

Today, we live in a world of rapid change. In less than two decades, modern technology has leaped from conventional to nuclear power, from the piston to the jet age, and has con-

verted "earth men" into "space men."

Change brings with it challenges for those of us who manage people.

Clarence B. Randall, former board chairman of the Inland Steel Company, has laid much of the failure to cope with change squarely on management's own doorstep.¹

The timorous and hard-pressed executive, who deep down inside resents and resists change... seeks refuge in meaningless statistics. Not sure of his own thinking and hesitant to plunge boldly ahead on a plan that would put his personal status in hazard, he takes protective covering in conformity with whatever general level of conduct seems to be emerging.

Human Resources

Coping with change mainly involves the proper understanding and utilization of the human resources of the organization.

An **organization** can be described as the way in which people arrange themselves and their relationships with others in order to get something important accomplished, either for themselves or for society. An industrial organization is such an arrangement, with the

goal of manufacturing and distributing a consumable product. A voluntary organization brings together persons interested in some social need to provide a service or promote a common interest. A neighborhood civic group may be a small organization in that people work closely together in their common action, but it is still an arrangement of persons for a useful and productive activity.

The success in accomplishing improved productivity, greater efficiency, or better service depends on management's mastery of the human resources to cope with the changing demands of an organization.

Potential Response

What is this human resource upon which so much depends? It is the potential response of a person as an individual or in consort with other individuals.

The basic human resource is the individual: a single, complex organism working in a variety of ways to supply his own needs. He can do this alone, or in informal or formal face-to-face groups made up of other individuals working in a variety of ways to supply their needs.

Frustration is experienced by those who think success in

mobilizing human resources is simply a matter of education, perhaps, of using persuasive stimuli reinforced by annual picnics, newsletters, and adequate coffee breaks.

A newly-identified but actually old-fashioned key to obtaining commitment for a new idea, method, or procedure, is the involvement of the human resources in face-to-face situations for the purpose of self-determination.

Specific Guidelines

This general principle, however, needs to be explained within specific guidelines about the process of change.

We know a great deal about change. Some think that like the weather, it is a subject everybody talks about, but nobody does anything about. This is not true. Many useful beginnings have been made and various approaches to problems of social change have been suggested.

Two decades of research and experience by social scientists have provided some guidelines as to why people resist change. It is my contention that people do not resist change itself; rather they balk at the methods used to put changes into effect.

We can no longer shrug our shoulders and say, "You can't change people." Research

shows we can change people. In fact people like change. What they resist are the methods which managers use to put changes into effect.

People fear the word "change" because they feel it upsets their way of doing things and threatens their security. This feeling is balanced by a desire for new experiences and for the benefits that come as a result of change.

Reasons To Resist

To understand change, we must first examine the reasons for resistance. People resent change—

1. **When the purpose is not made clear.** Mystery and ambiguity cause suspense and anxiety. Fear of change can be as disrupting as change itself, because it produces identical worries and unrest.

2. **When they are not involved in the planning.** It's human nature to support what we create. We're all ready to follow our own suggestions.

3. **When an appeal is based on personal reasons.** The supervisor who says to his men, "Won't you come through for good old Charlie?" is met with suspicion. The attitude immediately is, "What's Charlie getting out of this?" Loyalty is a desirable trait in subordinates, but few people will change just because of it. They

will only respond to a personal plea if, at the same time, they see that it solves a problem . . . gets something done . . . reaches a goal.

4. **When the habit patterns of the work group are ignored.** The textile mill burlers and menders who can talk to each other as they work side by side, the group of office girls who eat lunch together, the utility crew that has appropriated a favorite truck — all are stubbornly against anything that will alter their working relationships.

5. **When there is poor communication regarding a change.** Even though a change will affect only one or two in a work group of ten persons, all of them need to know about the change in order to feel secure and maintain group cooperation.

Fear of Failure

6. **When there is fear of failure.** Today people are predominantly concerned with whether they have the ability to master new skills. Fear of failure is especially strong when people are threatened with "punishment" such as a demotion, loss of status, lower pay or the displeasure of the boss.

7. **When excessive work pressure is involved.** Often such pressure results when we

don't plan for changes far enough in advance, or are uneasy about the change ourselves.

8. **When the "cost" is too high, or the reward for making the change is seen as inadequate.** For example, people without children may be reluctant to vote for a school bond issue, even though they approve of better schools, because it will raise their taxes.

9. **When the present situation seems satisfactory.** It's only human to take the attitude, "Don't stick your neck out," "We never had it so good," or "Why upset the apple cart?"

Helpful Conditions

In light of these factors, what can a manager do to initiate and cope with change?

Let's examine a few conditions which have been found to lessen resistance to change.

First, a number of studies have indicated that there is less resistance when people are allowed to convince themselves that change is needed. This, of course, requires adequate communication — so that no one is surprised or caught off guard, so that no one feels something has been put over on him. It also advantageously involves people in the diagnostic and creative processes, because people tend to under-

stand and support what they create. Thus, if they help make the diagnosis, they more readily accept the prognosis—which is to say that employees can seldom be treated like a doctor treats a patient, by mysterious prescription.

Second, change comes more easily when there is some provision for people to blow off steam generated by their resistance. Many a manager has tried to move ahead fast so that "the opposition doesn't get a chance to organize." These famous last words indicate a lack of appreciation for the principle of "catharsis" to relieve emotion, so that objective deliberation can take place.

Motivation Aids

Third, motivation affects a person's willingness to be an effective **human resource** — to give or not to give of himself to his organization. Resistance may be reduced if these factors are taken into account seriously:

Meaningful reward — it varies with individuals. They may be concerned with self-expression, recognition, the need to feel useful and important, the desire for new knowledge, the need to meet new people, or a genuine desire to meet unmet needs.

Relationship — however

small it may be, the individual must be able to relate his contribution to a total effort.

Importance — has the contribution had any real meaning to the organization, or was it a wasted effort? The "human resource" may not particularly care whether the answer to this question is happily "yes" or miserably "no", but he does want to feel that he himself is important enough to be told which it turned out to be, and he doesn't want to repeat a wasted effort. He works best in a warm but work-oriented atmosphere where his efforts are obviously needed and appreciated.

Initial success — a little succeeding goes a long way toward maintaining interest in new ways of daily things. The jobs people are given to do must be within their skills and experience, because frustration at the outset is sure death to the efforts to stabilize or initiate change.

New Challenges

Opportunity to grow — interest stops when stagnation is produced by doing the same thing over and over again; and continued involvement demands new challenges to learn and grow on.

Appropriate involvement in decision-making — people should be allowed to take part

in this process. One of the hardest jobs a leader has in an organizational management is to refrain from making most of the decisions by himself.

Keep people informed — when an individual contributes even a small response, he automatically develops an interest in what happens to it; he will feel more intimately involved if he shares in knowledge of the organization's problems and crises as well as its achievements.

Fourth, be certain that people know the goals—or reason of the change.

Total Communication

The story is told of a man who successfully initiated a change in his work crew. He carefully planned how to tell them all the whys and wherefores, and had answers to all the ifs, and, and buts.

Later, as he advanced in his job, he failed miserably when he had to sell a group of his foremen on a change. Why? He felt that because of their superior intelligence, they would not need any explanation. But, the fact that a person or a group is intelligent does not necessarily mean they will better understand and accept change. Often the opposite is true, because people use their extra intelligence to rationalize more reasons why a

change should not be made.

Goals become confused when people are confronted with too many trivial and unnecessary changes. People can tolerate only so much change and if they are bombarded with irritating small changes, they will be less apt to accept major changes.

Fifth, build a trusting work climate.

Mistrust arises when people have inadequate or incomplete information. When they are kept in the dark. When rumors disseminate false alarms. One major reason is that they feel helpless — they can't influence the situation.

Tell The Truth

To build a trusting climate, tell the truth. It's been proven time and again that people would rather have bad news than no news.

In one case, a company was threatened with going out of business because its high costs made it impossible to compete with a similar product made in Japan. Top management decided to give its employees the facts. The employees immediately increased their productivity — and reduced costs — to the point where the organization got back on its feet and is flourishing today.

These practical guidelines from behavioral science re-

search give help to the professional manager in one of his most important jobs — managing change.

In spite of the words of Dr. Oppenheimer, today's managers should realize the following.²

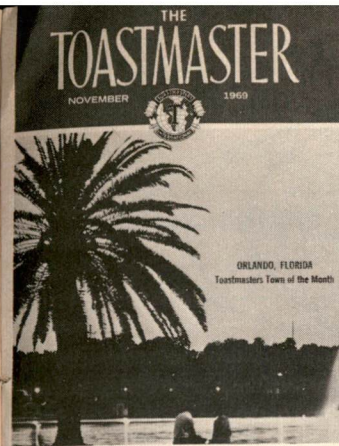
In an important sense this world of ours is a new world, in which the unity of knowledge, the nature of human communities, the order of society, the order of ideas, the very notions of society and culture have changed and will not return to what they have been in the past. What is new is not because it has never been there before, but because it has changed in quality.

Leadership Demands

The changes facing our society, our organizations, our leadership will demand the maximum knowledge, skills, and courageous attitudes by those of us who bear the responsibility of managing tomorrow's problems with the human resources available to us today.

¹ Clarence B. Randall, "The Myth of the Magic Numbers," *Dun's Review of Modern Industry*, March, 1961, p. 34.

² Robert Oppenheimer, "Prospects in the Arts and Sciences," *Perspectives USA*, 11:10-11, Spring, 1955.



TOASTMASTERS TOWN OF THE MONTH—ORLANDO, FLORIDA

ORLANDO, FLORIDA, is the geographic hub of Florida and one of the aerospace centers of the United States. Only 60 miles east of the Gulf of Mexico and 40 miles west of the Atlantic Ocean, this rapidly growing metropolis is set amid the natural beauty of more than 2,000 lakes. Also in the immediate area are such natural and man-made wonders as Cypress Gardens, Silver Springs, Busch Gardens, Sebring, Cape Kennedy, and Daytona Beach.

Orlando received its name in 1857 in memory of Orlando Reeves, who lost his life during an Indian raid in the vicinity. In 1875, Orlando was incorporated.

Today, Orlando is one of the 20 fastest-growing cities in the nation. The metropolitan-area population has doubled since 1950 to more than 400,000 and is expected to reach 855,000 by 1985. Part of this growth will result from the 1971 completion of the first phase of the \$600-million Walt Disney World, 16 miles southwest of Orlando.

The city is the home of the Florida Technological University, Rollins College, two junior colleges, and three vocational schools. It also is the site of a new Naval Training Center.

The prospective Toastmaster can choose from eight Toastmasters clubs in Orlando: Orlando Club 28-47, U.S.R.D. Calibrators Club 833-47, Orlando Club 1066-47, Pathfinders Club 2271-47, Young Executives Club 2695-47, Calliope Club 2821-47, McCoy Club 1801-47, and N.T.D.C. Club 3764-47.



In New Zealand

Past International President **Earl M. Potter's** official visit to New Zealand last summer generated a great deal of publicity about TI. One example is an illustrated feature story in the New Zealand "Weekly News" tabloid. The article described the Toastmasters program and Past President's Potter's experiences as a Toastmaster.

President Invited

During his stay at the western White House in San Clemente, Calif., **President Richard M. Nixon** was invited to a meeting of **Saddleback Club 2657-F** in Mission Viejo, Calif. President Nixon was unable to accept the invitation but sent a message of appreciation to the club.

TOASTMASTERS EXHIBIT — Members of **Solar Club 2183-5** in San Diego, Calif., set up a TI booth at an **International Harvester, Solar Division**, exposition attended by 12,000 persons. Several membership sales were made as a result of the display.



B'Nai B'rith Appreciation

The B'Nai B'rith, a world-wide Jewish charitable organization, has planted a tree in Israel in appreciation for a Speechcraft course presented to its members by **Parramatta (Australia) Club 2274-TCA**. A plate on the tree is inscribed with the reason for its planting.

TMs Float

A feature of the Golden Spike Centennial parade in Sacramento, Calif., was a float entered by **Natoma Club 2242-39**. Toastmasters emphasized how coast-to-coast railroad lines improved communication in early America and how Toastmasters improves communication today.

STUDENT CITED — **TM Rod McCoy of Redwood City (Calif.) Club 27-4** presents the **Rod McCoy Trophy** to **Amador Bustos**, selected by the **Sequoia High School** speech department as the outstanding speaker of the senior class. The award will be made annually.



TI Publicized in Organizations' Magazines

The TI communication and leadership program is being more and more frequently mentioned in publications to members of national and international societies, companies, and associations. Publications which recently have pointed

out Toastmasters to their readers include "Administrative Management," "The National Underwriter," "Training and Development Journal," and "Medical Economics." In many cases, the articles were written by Toastmasters.

HONORARY MEMBER — **Col. Ralph Johnson**, Warner Robins Air Materiel Area director of procurement and production at Robins Air Force Base, Ga., accepts honorary membership in **Procurement Club 3344-14**. **TM Area Governor Sam Willis** presents the certificate.





SPEECH CONTEST — Bruce Pickens (right) of Econchati Club 2313-48 in Montgomery, Ala., chats with representatives of four high schools who competed in a speech contest conducted by the club. The youths are (from left) Ann McElvy, Beverly Taylor, Jim Rogers, and contest winner Tom Estes.

CLUB ANNIVERSARIES — DECEMBER

35 YEARS

Davis-Monthan Saguaro Club 16-3
Tucson, Ariz.
Redwood City Club 27-4
Redwood City, Calif.

30 YEARS

Eugene Club 145-7
Eugene, Ore.
Pittsburgh Club 144-13
Pittsburgh, Pa.

25 YEARS

Henry W. Grady Club 289-14
Atlanta, Ga.
Portland Club 288-45
Portland, Me.
San Fernando Club 292-52
San Fernando, Calif.

20 YEARS

Columbine Club 768-26
Denver, Colo.
Boulder Club 769-26
Boulder, Colo.
Alliance Club 767-10
Alliance, Ohio
Charlotte Square Club 777-TCBI
Edinburgh, Scotland
Nairn Club 778-TCBI
Nairn, Scotland

15 YEARS

Municipal Club 1668-49
Honolulu, Hawaii
Hui O Na Aikane Club 1654-49
Kailua, Hawaii
Oak Park Club 614-30
Oak Park, Ill.
Marquardt Club 1670-52
Van Nuys, Calif.
Brass City Club 1628-53
Waterbury, Conn.
First State Club 1679-18
Newark, Del.
Desert Club 1636-59
Hawthorne, Nev.
Quantico Officers Club 1681-36
Quantico, Va.
Goose Club 1699-U
Goose AB, Labr., Can.
Joliette Club 1669-61
Joliette, Que., Can.
Hong Kong Club 1364-U
Hong Kong, B.C.C.
Tokyo Club 1674-U
Tokyo, Japan
Kirkwall Club 1574-TCBI
Kirkwall, Scotland
Prestwick Club 1683-TCBI
Prestwick, Scotland

Honor Roll

Congratulations to the following Toastmasters who have completed the advanced Toastmasters speech programs:

ABLE TOASTMASTERS (ATM) Certificates of Achievement

These Toastmasters are entitled to include ATM after their printed name.

W. S. Collins, ATM Los Gallos de la Bahia Club 3400-4	B. E. Sumner, ATM Downtown Club 2552-29
E. L. Schoff, ATM Tecumseh Club 485-11	A. R. Kammerer, ATM Morse Hills Club 2718-35
R. W. Page Jr., ATM Brunswick (Ga.) Club 1411-14	W. D. McManus, ATM Downtown Club 1386-37
W. O. Ree, ATM Stillwater (Okla.) Club 576-16	K. A. Olds, ATM Sacramento (Calif.) Club 1145-39
R. C. Strickland, ATM Capital City Club 3813-16	H. W. Peabody, ATM A-OK Club 1359-43
K. E. Mitchell, ATM Capital City Club 3813-16	A. Mayo, ATM Templer Club 2576-50
R. R. Sneider, ATM Town Criers Club 2898-18	F. Emanuels, ATM Pathfinder Club 3635-57
M. L. Royce, ATM Marshalltown (Iowa) Club 1857-19	J. Zwarycz, ATM Wekearny Club 1898-46
J. J. Thomas, ATM John-C. Brockway Club 2393-24	T. A. Evans Jr., ATM King Cotton Club 1310-43
J. Trowbridge, ATM Mile High Club 741-26	A. Karnes, ATM Scottsbluff (Nebr.) Club 944-55

B. M. Johnson, ATM
Scottsbluff (Nebr.) Club 944-55

LEADERSHIP THROUGH SPEECH Certificates of Progress

C. J. Smith Jr. 3524-47 **J. S. McIntyre** 3700-62

THE ADVANCED SPEAKER Certificates of Progress

V. E. McCall 3850-3 **P. F. Fry** 1054-18
R. H. Sturm 2117-4 **G. H. Schlenvogt** 377-20
C. W. Pike 203-5 **E. T. Straube** 1101-24

(Continued on page 40)

TOASTMASTERS ON THE MOVE



Jaycee Speaker

Dr. S. K. Ballal, a past president of Cookeville (Tenn.) Club 2744-63, placed second in the United States Jaycees national speak-up contest, conducted last summer in Louisville, Ky. TM Ballal is an associate professor of biology at Tennessee Technological University in Cookeville.

Moving Ahead

Past International Director **Richard F. Martin** now owns and operates the Fanning Personnel Agency, Inc., in Denver, Colo. TM Martin was an International director in 1963-65 and District 24 governor in 1962-63.

TOASTMASTERS MONTH — October was proclaimed Toastmasters Month in Pennsylvania by state **Governor Raymond P. Shafer**. Seated are (from left) **District 38** Governor Francis E. Swiacki, Gov. Shafer, and Donald Rayner of **District 13**. Standing are (from left) Paul Cathey of District 38, and Past District 38 Governor Joseph Bennetch.



Lots of Pictures

"The Golden Eagle" newspaper keeps personnel at the U.S. Naval Air Station at Lemoore, Calif., up-to-date on TM activity and recently included photographs of the presentations of the "boner award," best speaker award, and best Table Topics speaker. Featured was **Hanford** (Calif.) **Club 2490-27**.

Salesman - Showman

TM J. Henry Ballman of Evansville, Ind., has been named the Arkla Air Conditioning Company's top salesman of the second quarter of 1969. TM Ballman portrays "Kernel Kornball" as an entertainer at many local events.



TOASTMASTERS DAY — October 22 was proclaimed Toastmaster Day in Texas by state **Governor Preston Smith**, a former Toastmaster. Witnessing the proclamation signing are (from left) Russ Heaner of **District 25**, District 25 Governor Earl Bernhart, Norris W. Yates Jr. of **District 56**, and International Director Joe N. Westerlage Jr.

COMMUNITY AWARENESS — **Nichalos Mavroules**, mayor of Peabody, Mass., signs a proclamation citing TMs for their community awareness. Seated are TM Dr. Robert Shannehan and Mayor Mavroules. Standing are (from left) TMs Harry Landsman, Fred Williams, Roland Miller, and Hazen Horne.





DISTRICT 52 SING OUT — Orchestra leader Lawrence Welk (left) leads a District 52 "quartet" in a song promoting the district's November 15 humorous speech contest at the Hollywood Palladium. The TM/singers are (from left) Lt. Govs. Vernon Bradshaw and Jack Guy, Past District 52 Governor C. C. Pete Petersen, and District 52 Governor Dr. C. Harold Havlik.

Installation On TV

Two Dayton, Ohio, television stations covered the installation of **Lloyd S. Hathcock**, ATM, as Area Six, District 40, governor, and **City Commissioner James McGee** attended the special program. ATM Hathcock's installation was conducted in a hospital room, where he was confined after major surgery.

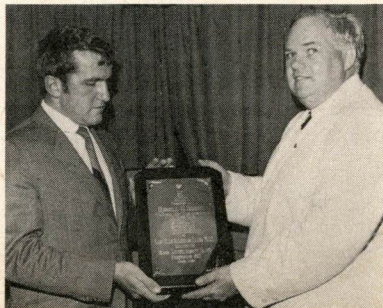
AMERICAN LEGION THANKS — Henry R. Woods (left), Pennsylvania state commander of the **American Legion**, thanks **Fred VanVoorhes** of West Shore Club 227-38 in Lemoyne, Pa., for his talk at a state American Legion Department executive committee meeting.



Anniversary Events

Toastmasters Month was proclaimed in many areas during October. The latest reports of this community recognition come from **Kettering, Ohio; Dayton, Ohio; and Bloomington, Ill.** Photographs of the proclamation-signing ceremonies will be published soon in The Toastmaster.

HERRON FETED — Norman McCallum presents TI Second Vice-President **Dr. Russell G. Herron** the "E" Award of Los Caballeros Club 322-50 in Santa Monica, Calif. The citation is symbolic of excellence in education, enthusiasm, encouragement, and eloquence.



President's Program Progress Report

In response to the president's membership building challenge, the following clubs showed outstanding member gains during the month of September:

South Denver (Colo.) Club 1588-26 (15)	Colorado Springs (Colo.) Club 555-26 (8)
Rockhampton (Queensland) Club 3732-TCA (15)	Hutt Valley Club 3839-U, Lower Hutt, New Zealand (7)
Bridgetown (Barbados) Club 2660-U (13)	Peace Garden Club 3152-20, Bottineau, N.D. (7)
Plaza Club 954-29, Pensacola, Fla. (10)	Van Nuys (Calif.) Club 172-52 (7)
Rhode Island Credit Union Club 854-31, Cranston, R.I. (10)	Leadership Club 3146-56, Galveston, Tex. (7)
Arrowhead Club 2266-62, Flint, Mich. (10)	Sharpstown Club 2243-56, Houston, Tex. (7)
Waitemata Club 2017-U, Auckland, New Zealand (9)	Isthmian Club 1788-U, Balboa, Canal Zone (6)
Tower Talkers Club 3575-30, Chicago, Ill. (9)	Logansport (Ind.) Club 621-11 (6)
El Teniente Club 3476-U, Rancagua, Chile (8)	Argonne (Ill.) Club 156-30 (6)
Kokusai Club 3616-U, Kadena Air Base, Okinawa (8)	Kay Cee Club 638-50, Los Angeles, Calif. (6)

LA HABRA (CALIF.) CLUB IS FIRST WITH SEMIANNUAL REPORT

La Habra (Calif.) Club 2164-F was the first club in Toastmasters International to submit its semiannual report for the current reporting period. The next 10 clubs to have their reports to World Headquarters were:

- Huntington Park (Calif.) Club 14-51
- Hui Olelo Kane Club 2516-49, Ewa Beach, Hawaii
- Toastmasters Number One Club 337-11, Evansville, Ind.
- Chaparral Club 1205-23, White Sands Missile Range, N.M.
- Hartwell (Ga.) Club 2078-14
- Cozad (Nebr.) Club 1754-24
- Picatinny Club 3547-46, Dover, N.J.
- Blue-Ox Club 1235-7, Portland, Ore.
- Glendale No. 1 Club 8-52, Glendale, Calif.
- Kingman (Ariz.) Club 32-3

The Evolution of Parliamentary Law...

From Anarchy . . . To Robert's



The situation is preposterous!

Autocracy and unanimity are the two most popular systems of order in use today, yet the phrase "rules of order" is applied exclusively to a little-used system known as parliamentary procedure.

My aim is to rectify this situation, to trace the development of "rules of order" and explain how autocracy and unanimity work. I will demonstrate that the popular use of these systems is due to their superiority in most situations, and not simply their users' lack of parliamentary procedure know-how.

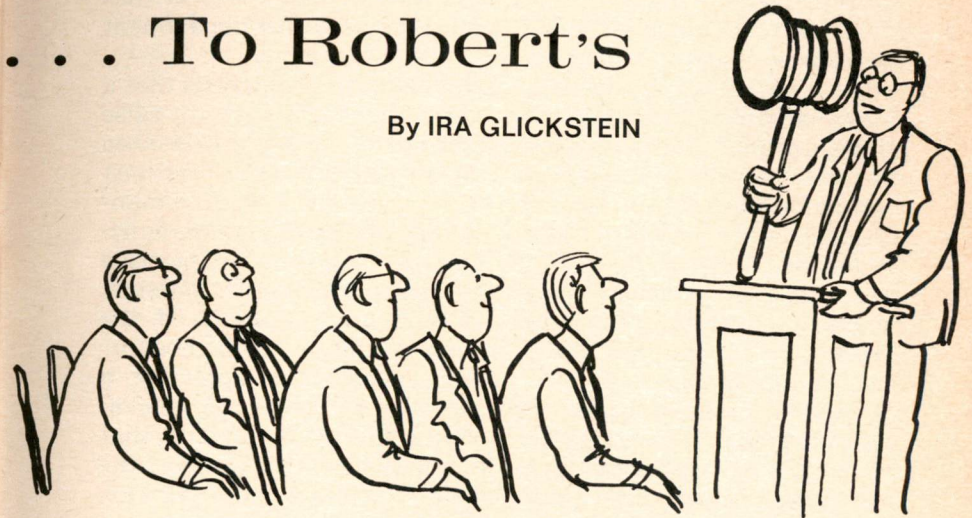
When a group of people gathers around a table to pursue a common action, no one system of order has sole claim to divine inspiration.

Anarchy

Our discussion would be incomplete without mention of the rule of disorder. Anarchy appeals to idealists, some college students, and other emotionally immature individuals. It has an ideal purity that is attractive, but purely destructive.

Anarchy is the illegitimate child of passion and ignorance, born when people gather to pursue common action without a common purpose. After

By IRA GLICKSTEIN



anarchy, nothing is left, not even the table.

Autocracy

Whether the leader's superiority is physical, mental, financial, or by designation by higher authority doesn't matter — the main point of autocracy is that the "Boss" is recognized as such by the group. The basic rule is: "The Boss may not always be right, but the Boss is always the Boss."

The efficiency of this system is attested to by its wide use in business, government, and the military. It is equally applicable to a kindergarten classroom. The autocrat may

be a vicious dictator, a kindly teacher, or the brash new manager whose father happens to own the business.

When an autocrat-led group gathers, the discussion is at the pleasure of the Boss, and the decisions will be his. The success of autocracy hinges on the ability of the autocrat. He must take great pains to create a climate of tolerance and free discussion. This is the best way he can obtain information and divergent viewpoints on which to base his decision.

The autocrat often pretends that the group will make the decision, and this pretense is a

symbol of respect for the group, rather than an insult to its intelligence.

When one member of the group is bigger than the others, autocracy is the simplest, most direct, and, sometimes, the most representative method by which the group can accomplish anything. The boss's power permits forceful argument without danger of anarchy, and, when his decision is made, it assures unified action.

Unanimity

Careful observation at many civic and social meetings reveals that motions voted upon are always passed. This amazing unanimity is made possible by a most ingenious, thoughtful, and graceful method of order.

Big Difference

The rules the group follows appear to be a botched attempt at parliamentary procedure, but nothing could be further from the truth. There are similarities, but the differences are far more pervading.

An attitude of equality characterizes many of the "common" people in this country. They resent the idea that anyone will "boss" the meeting, and, most of all, they don't want to hurt each other's feelings. Unanimity has been developed to its highest form in

the New York farming area where I live, and the following example of unanimity within the volunteer fire department is true to form:

One member suggests that a raffle be conducted to raise money to enlarge the firehouse. After the proposal (motion) has been stated, there is a mandatory period of silence, punctuated by more or less positive remarks such as "hmmmm", "idea", and "money". If the motion offends any member, or if it is obviously defective, a member will object to its consideration by remarking that the rain is likely to spoil the hay. If this is followed by further discussion of the weather or, even better, if the conversation branches out to a discussion of the intricacies of a hay baler, it is clear that the motion is defeated.

Rapid Action

Some motions are obviously acceptable, such as admitting a new member, or paying the gasoline bill. Such motions are made, seconded, and passed with a rapidity that would amaze the untrained observer.

Unanimity can handle the obviously acceptable and the grossly defective motions with efficiency, but what of the proposals which occupy the middle ground? The rules require that these motions be modified un-

til they fit one of the two extreme categories. A most graceful form of debate is used to accomplish this purpose.

To demonstrate this process, let's return to the proposal for a fund-raising raffle. The rules prevent direct contradiction, so the debate takes the form of amending the original motion with "wouldn't it be better if's?". One member suggests a simple request for donations, with a \$25 prize to one lucky contributor. Another suggests selling fire chief hats for the youngsters. There is no arbitrary limit to the number of amendments allowed.

Many Possibilities

It's not long before the amendments include possible action by the ladies auxiliary. About that time it is clear that the weight of possibilities has transformed a questionable motion into a grossly defective one. To administer the *coup de grace* (cutting off debate gracefully), a member states that the rain has been good for the corn, but the windstorms are destroying the oats.

I don't mean to poke fun at the system of unanimity, for it is a good system for certain types of organization, nor do I wish to suggest that this form of order would suit a Toastmasters club. It is a sys-

tem, however, with a legitimate status and fixed rules. Unanimity could even be transplanted and used in conjunction with parliamentary procedure.

Voting is merely a formality under the unanimity system, because voting is deferred until the outcome is clear. (A premature vote would split the members into contradictory groups; this is contrary to the spirit of unanimity.) This reduces the amount of business which can be accomplished, but the members would rather do nothing than do something which turns out badly, or which divides the group.

Pure Good

In a way, unanimity represents pure good, the opposite of anarchy, and accomplishes about as much. After the meeting, at least the table is left.

Parliamentary Procedure

There is a revolutionary principle at large in the world today which maintains that free men can govern themselves. The issue has been tested for centuries, but the results are inconclusive.

Parliamentary law is the name given to the body of procedural rules adopted by the English Parliament, which is the source of the rules used by many other deliberative bodies. In the United States, par-

liamentary procedure refers to "Robert's Rules of Order, Revised", first published in 1876 by Gen. Henry M. Robert, U.S. Army, and currently being revised.

It is presumed that all members of the group are equal. For example, if 51 members favor an action and 49 oppose it, it is expected that the minority will support the majority decision. But, why should the minority be expected to act against its own will? Simply because continuation of the system is more important than the point involved in a single action.

Common Interest

Parliamentary procedure is fruitless unless the common interest overwhelms individual differences. All voices must be permitted to speak, but the will of the majority must rule.

A chairman is elected to preside at the meeting. Although he is elevated and is given "control of the meeting", he remains an equal. In return for the gavel, he surrenders his right to express his opinion while he is presiding. There is no individual autocrat to direct the meeting, but the majority rules like an autocrat, with the chairman as its spokesman.

The chairman must sense the will of the majority and

bring each matter to a timely conclusion. If a motion is clearly acceptable, there is no reason the chairman cannot simply order it done: "Hearing no objections . . ."

If a member harasses the group with dilatory motions or spurious points of "order", the chairman must protect the group by ruling the gentleman out of order. The chairman should be sustained by the group if his ruling is challenged. Once sustained, the chairman may refuse to accept further challenges from that quarter, and, in extreme cases, is justified in refusing further recognition.

Motion Stated

Each motion must be clearly stated, and the chairman should suggest that it be broken down into less complex parts, if necessary. If the matter is too complex, or full information is not available, it should be referred to committee.

When the motion is accepted for group discussion, the chairman should select an equal number of spokesmen for each side. He should stop any member who strays from the question, and should reject amendments which are not germane to the main motion.

Just as a skillful autocrat encourages free interchange

of opinions, the chairman should assure that the majority permits all germane and concisely-stated opinion. As soon as it is clear that the majority has coalesced, the chairman should suggest a vote. It is senseless for the majority to permit its time to be wasted on repetitive arguments for a lost cause.

Sacred Occasion

Voting is a sacred occasion which tests the ideal of absolute equality. One member can hold the balance of power in a close vote. The chairman must restate the motion so everyone understands what they're voting on.

Members have an obligation to insure the success of the parliamentary procedure system. In the spirit of unanimity, they should respect each other's feelings. Even when in the minority, the member should accept the group decision as his own. Any member who uses parliamentary procedure as a weapon to obstruct action should be regarded with contempt; he is attacking the

system which protects everyone.

An inexperienced chairman and/or a few overzealous members can cause extremely complicated and twisted situations. In such situations, the general reaction seems to be laughter. I always am saddened when this happens.

If Toastmasters cannot govern themselves successfully, who can? If a homogeneous group cannot resolve relatively unimportant issues, how can we expect heterogeneous groups to solve the critical issues that divide us?

Our Choice

Can free men govern themselves? Many of us believe we can. We support this ideal in the face of inconclusive, even discouraging, results over several centuries. If we succeed, it will not be by parliamentary hairsplitting, but by parliamentary procedure humanized in the spirit of unanimity and made more businesslike with an efficiency approaching autocracy.

It is either that or anarchy.

ABOUT THE AUTHOR

Ira Glickstein is a past president of Owego (N.Y.) Club 3712-34 and a previous contributor to The Toastmaster. He is an electrical engineer with International Business Machines and a member of the National Society of Professional Engineers, Society of Information Display, and Institute of Electrical and Electronic Engineers.

**FINANCIAL REPORT
STATEMENT OF ASSETS OF ALL FUNDS**

JUNE 30, 1969

GENERAL FUND

UNRESTRICTED:

Cash on hand, demand deposits and savings accounts	\$158,928.09
Accounts receivable	22,004.24
Refundable deposits and prepaid postage	8,550.00
Due from investment (endowment) fund	1,493.56
Due from General Fund — Restricted	116.80
Deferred expense — author's fee	10,000.00
Total — Unrestricted	<u>\$201,092.69</u>

RESTRICTED:

Cash — demand deposits	\$ 42,120.96
Cash in savings accounts	9,308.24
Total — Restricted	<u>51,429.20</u>
Total	<u>\$252,521.89</u>

INVESTMENT (ENDOWMENT) FUND

Bonds and common stocks, at cost	\$ 98,055.24
U. S. Treasury Bonds, at cost	9,022.26
Total	<u>\$107,077.50</u>

PROPERTY FUND

**PROPERTY, BUILDING AND EQUIPMENT,
AT COST:**

Land	\$ 47,220.54
Building	606,862.65
Furniture and equipment	106,163.95
Total property, building and equipment	<u>\$760,247.14</u>

**CASH ON DEMAND DEPOSIT — reserve
accounts**

31,721.93	
Total	<u>\$791,969.07</u>

Board of Directors
Toastmasters International

We have examined the statements of assets and liabilities of Toastmasters International as at June 30, 1969 and the related statements of fund balances and income and expenditures for the year then ended. Our examination was made in accordance with generally accepted auditing standards and accordingly included such tests of the accounting records and other auditing procedures as we considered necessary in the circumstances.

Prior to 1964, Toastmasters International followed the policy of writing-off all equipment at the end of the fifth year after the year within which it was purchased. It now records all fixed assets actually in use on its books at cost without any allowance for depreciation and accordingly no deprecia-

**FINANCIAL REPORT
STATEMENT OF LIABILITIES OF ALL FUNDS**

JUNE 30, 1969

GENERAL FUND

UNRESTRICTED:

Accounts payable	\$ 31,596.44
Sales tax payable	782.89
Advance convention deposits	5,003.50
Deferred charter fees	1,300.00
Contract payable — author's fee	10,000.00
Total — Unrestricted	<u>\$ 48,682.83</u>
Unrestricted — General Fund balance	<u>152,409.86</u>
Total — Unrestricted	<u>\$201,092.69</u>

RESTRICTED:

District reserve fund balances	\$ 47,314.04
Grants	2,315.92
Ralph C. Smedley Memorial Fund	1,682.44
Due to General Fund — Unrestricted	116.80
Total — Restricted	<u>51,429.20</u>
Total	<u>\$252,521.89</u>

INVESTMENT (ENDOWMENT) FUND

Due to General Fund	\$ 1,493.56
Investment Fund balance	105,583.94
Total	<u>\$107,077.50</u>

PROPERTY FUND

Property Fund invested balance	\$760,247.14
Property Fund reserve balance:	
Reserves for additions, replacements and maintenance	<u>31,721.93</u>
Total	<u>\$791,969.07</u>

tion charges are made against income. It is the policy of Toastmasters International to exclude the inventory of literature and supplies from its financial statements.

In our opinion the accompanying statements present fairly the assets and liabilities of Toastmasters International as at June 30, 1969 and the changes in the fund balances and income and expenditures for the year then ended in conformity with generally accepted accounting procedures for non-profit educational organizations, applied on a basis consistent with that of the preceding year.

July 22, 1969

Frazer and Torbet
Certified Public Accountants

**GENERAL FUND - UNRESTRICTED
STATEMENT OF INCOME AND EXPENDITURES**

FOR THE YEAR ENDED JUNE 30, 1969

INCOME:

Membership charges:		
Annual membership fees	\$475,922.30	
Magazine subscriptions	96,986.26	
New member service charges	59,448.00	
Gavel Club fees	<u>3,730.00</u>	
Total membership charges		\$636,086.56
Club charges:		
Charter fees	\$ 10,950.00	
Club equipment, supplies and insignia	<u>68,582.90</u>	
Total club charges		79,532.90
Charges for optional educational materials and supplies		104,480.25
Other income — dividends, interest and miscellaneous		<u>9,478.46</u>
Total income		<u>\$829,578.17</u>

OPERATING EXPENSES:

Administrative	\$ 95,195.05	
General services	105,070.45	
District/new club services	89,873.15	
Membership services	33,185.28	
Publications	97,984.28	
Educational development	28,668.47	
Educational materials	123,197.73	
Club supplies, equipment and insignia purchases	53,927.55	
Employee benefits	31,348.43	
General expenses	140,710.18	
Maintenance and operation of property	<u>40,108.89</u>	
Total operating expenses		<u>839,269.46</u>

EXCESS OF OPERATING EXPENSES OVER INCOME \$ 9,691.29

OTHER EXPENDITURES:

Provision for maintenance	\$ 2,000.000	
Provision for replacement and additions to property	3,600.00	
Founder's pension	<u>4,500.00</u>	
Total other expenditures		<u>10,100.00</u>

EXCESS OF EXPENDITURES OVER INCOME \$19,791.29

**Educational Happenings For
You and Your Club**



— CONTINUED FROM PAGE 5

PARLIAMENTARY PRACTICE

The following five types of motions are debatable, but, according to Robert's Rules of Order Revised, which one is not *always* debatable? 1) Postpone to a certain time; 2) Commit or refer; 3) Amend; 4) Postpone indefinitely; 5) Main motion.

Of the five motions listed as debatable, amend is the only one not always debatable.

WORDS AND THEIR USE

Imply — Infer Strictly speaking, a writer or speaker implies something in his words or manner; a reader or listener infers something from what he reads or hears.

"The dean implied, by the way he tilted his head and half closed his eyes, that he doubted my story."

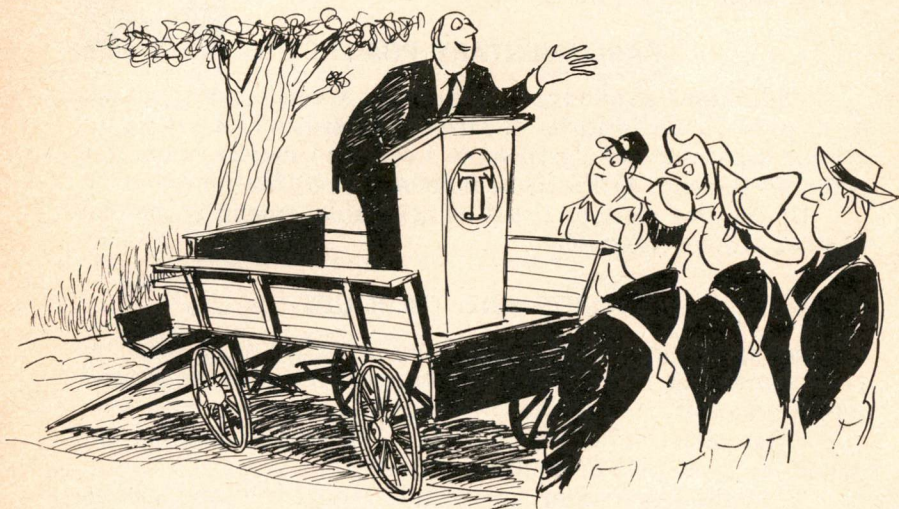
"I might infer from his opening words that the speaker was hostile to all social change."

AN INVITATION

The Toastmaster is written by and for Toastmasters to provide instructive, informative, and inspirational material of interest to members of Toastmasters International. All material must relate to Toastmasters International or the art of communications.

All members are invited to submit manuscripts to be considered for publication in *The Toastmaster*. Articles should be between 1,000 and 1,500 words in length, double-space type-written, and include the author's name, club, and district number. All submissions will be acknowledged. Manuscripts become the property of Toastmasters International unless otherwise requested.

Submit material to: Editor, The Toastmaster
2200 No. Grand Ave.
Santa Ana, Calif. 92711



Toastmasters Share...

THE SPIRIT OF SPEECHCRAFT

By J. CLARKE SINEX

We should have guessed when the Mason Dixon Toastmasters club in Huntsville, Ala., inducted its newest member that he was about to get us involved in his dream.

He is a VISTA volunteer. From the moment of his first visit we saw his enthusiasm

and purpose, and we could have foretold that he would not be satisfied simply to improve his own lot in life. A dedication like his was bound to involve the entire club.

He hadn't even given his Ice Breaker before he was urging the club president, administra-

tive vice-president, and educational vice-president to conduct a special Speechcraft course for some of the Huntsville-area's poor people. Before we knew it, the entire club was buzzing with plans and preparations.

We were quick to realize we couldn't approach this course in the usual manner. We would have to underwrite expenses, because the participants were not in a position to finance the program themselves.

Although we could use the Speechcraft manual as a guide, we knew we would have to tailor the material to the educational level of the participants. It also was apparent that the club would not accomplish much in the way of new members, so we set ourselves the goal of helping people help themselves.

Chain Reaction

We hoped to start a chain reaction by which the first group, upon completion of Speechcraft, could take the reins and generate interest in a second group; then, these two groups would work with two new groups, and so it would grow.

The club realized it would not meet this goal unless the participants had a sincere desire to improve themselves

and we imparted to them something worth perpetuating. It soon became obvious to each Toastmaster as he worked with these people that their sincerity could not be doubted. The second goal we hoped to achieve, only time will tell if we are successful.

But, let me tell you some of the interesting things about this unique Speechcraft experiment.

Class Variety

Our VISTA/Toastmaster recruited about a dozen people from the rural area called Farmers Capital, north of Huntsville. And what a variety! We had men and women, young and old. The youngest participant was a 15-year-old high school student; the eldest, surely 70 or 80, was a country preacher.

To minimize the transportation problem (critical for these country folks), the course was conducted at the Farmers Capital Head Start Day Care Center. This modest, multi-purpose, frame building provided a somewhat central location for this widely scattered community.

No fancy meeting room here: no tables, rickety folding chairs long beyond their point of sturdiness and appearance, a homemade wooden pedestal to serve as a too-

low lectern, and a blackboard perched precariously on chairs and propped against the wall. If any of us had expected the ideal conditions for effective communication, we would have been sadly disappointed. But, it's amazing how little difference the lack of all these embellishments meant to the success of the programs.

Getting Acquainted

Anyone who has conducted a Speechcraft course will remember the strangeness associated with the first one or two meetings; until people get to know each other. Well, that feeling didn't exist here. The participants *might* have been a little reserved toward us initially, but not after we demonstrated that we too were serious. But there was no strangeness among themselves. For the most part, they already knew one another. They'd already been meeting together, working together, and, more importantly, sharing many common needs, not the least of which was the need to express themselves more clearly, to define their needs to others.

As presiding Toastmaster, I anticipated having my hands full trying to maintain attention and participation, to say nothing of talking these people into standing up to make a

speech. I expected, also, that I would be hard pressed to relate the Toastmasters-speakers' comments to the participants' special needs. Thoughts of this type had me so concerned that I was more nervous than I had been with my own Ice Breaker. As it turned out, my worry was for naught, and I didn't have to stand up front very long to find that out!

Consuming Interest

I read somewhere years ago about a speaker who, discussing the apprehensiveness of public speaking, referred to those rare and magical occasions when the audience has a consuming interest in what you have to say. You find yourself drawn unconsciously into a state of overwhelming empathy. The audience wants so badly to hear what you have to say, and you sense this desire so strongly that you devote yourself wholeheartedly to your presentation. You completely forget your apprehension, and you set aside your formal outline. Then, you find yourself dwelling on the aspects of your speech which you sense are the most needed and meaningful to your audience.

This is what happened in our Farmers Capital Speechcraft course. Session after session, as Toastmasters present-

ed their talks about the art of effective communication, that same magic was at work. The Toastmasters were captivated by the overwhelming feeling of being needed. The formality dissolved, time limits were exceeded, and themes became expanded.

Something else deserves special mention. Could these men and women who were poor, who were needy, and who had had little opportunity to develop their communication ability stand up and make a speech? You bet they could!

Something To Say

As far as the physical aspects of their presentations, they were about par, but as far as content and message they were far ahead of the rest of us. These folks have something to say!

Sure, they had problems with grammar, but they didn't stand there and tell us about their hobby, their most embarrassing experience, or their favorite sport. They didn't tell us how to plant cotton or how to build a pine bark birdhouse. They talked of things close to

the hearts and conscience of each of us; subjects a great deal more difficult to express than a hobby, a fish story, or a home recipe. They talked about happiness, the importance of helping one another, and the hardships of life.

Toastmasters were privileged to witness a bit of the common thread that unites all people. We gained a special understanding of the fundamentals of a lasting relationship with our fellow man.

Lesson In Sharing

This, then, was our Speechcraft experiment. We went to teach and we learned. Each Toastmaster who participated became a better man in the process; not only because we accepted the challenge of communicating in these special circumstances, but also because we were taught a basic lesson in human relations.

Perhaps we even became involved, in a subtle way, with that most basic of laws — the Golden Rule — because we committed ourselves to sharing the Toastmasters program with others.

ABOUT THE AUTHOR

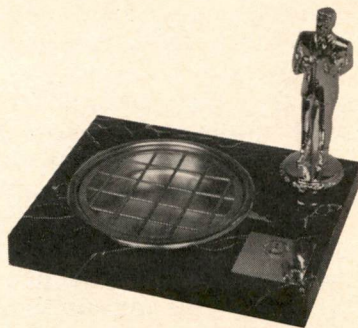
J. Clarke Sinex is a member of Mason Dixon Club 2186-48 at the Huntsville, Ala., Redstone Arsenal. He is a mechanical engineer with the Federal Systems Division of International Business Machines and a member of the National Society of Professional Engineers.

Christmas Shopping Ideas For Toastmasters



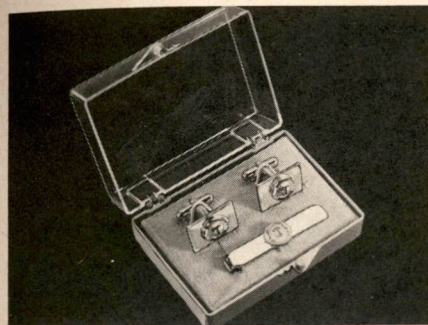
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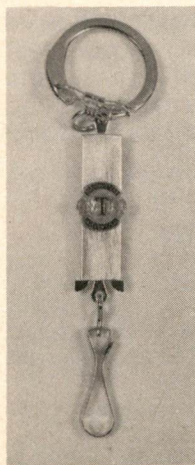
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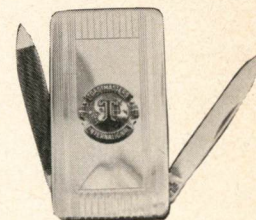
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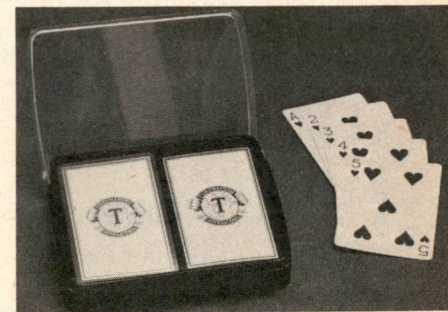
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- District 22** LAWRENCE Club No. 1814-22. Meets 1st-3rd Thurs., 6:30 p.m., Carriage Lamp, Malls Shop. Ctr., LAWRENCE, Kans. Contact: VI 3-4288. Area: Nine.
- District 23** SAND DUNERS Club No. 3792-23. Meets Thurs., noon, Whispering Sands Service Ctr., HOLLOMAN AIR FORCE BASE, N.M. Contact: 437-1540 or 473-6615. Sponsoring Club: WHITE SANDS CLUB 3422-23. Area: Seven.
- District 25** SUNRISE Club No. 3253-25. Meets Wed., 6:45 a.m., Contessa Inn, Hwy. 259 South, LONGVIEW, Tex. Contact: 759-4129.
- District 27** ROYAL Club No. 1774-27. Meets Wed., 11:40 a.m., Enlisted Man's Club, Bldg. 920, NAVAL AIR STATION, LEMOORE, Calif. Contact: 998-3140.
- District 37** WASHINGTON Club No. 1854-37. Meets 1st-3rd Thurs., 6:30 p.m., Mr. Ed's Rest., WASHINGTON, N.C. Contact: 946-6191. Sponsoring Club: PLYMOUTH (N.C.) CLUB 3220-37. Area: Two.
- District 47** McCOY Club No. 1801-47. Meets Wed., noon, McCoy Officers Club, McCoy Air Force Base, ORLANDO, Fla. Contact: 831-5916. Area: Five.
- District 52** LOS ANGELES ORATORS Club No. 3538-52. Meets 1st-3rd Wed., noon, Rodger-Young Audit., 936 W. Washington Blvd., LOS ANGELES, Calif. Contact: 849-6245.
- District 61** COSMOS Club No. 2468-61. Meets alt. Tues., 6:00 p.m., Kebec Rest., Montreal Int'l. Airport, DORVAL, Que. Contact: 636-3221.
- TCA** INNISFAIL Club No. 2689-TCA. Meets 2nd-4th Tues., 7:00 p.m., Queen's Hotel, Rankin St., INNISFAIL, Queensland. Contact: 653-245.

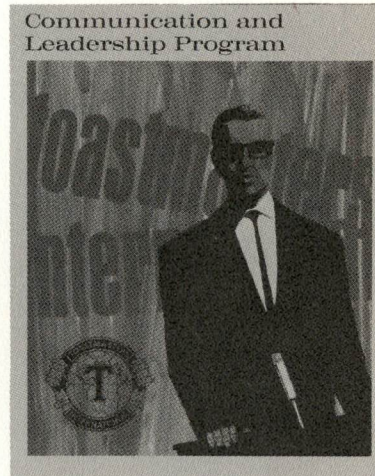
Honor Roll — CONTINUED FROM PAGE 19

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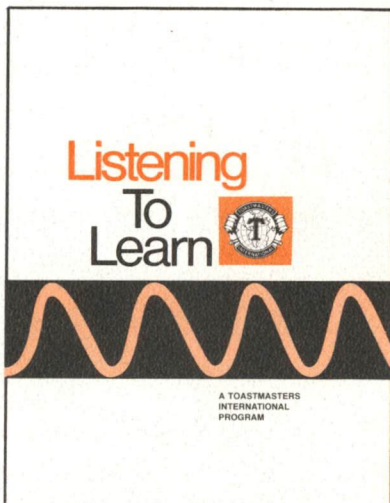
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