

Dr. Robert Schuller On Becoming Supersuccessful



**May We Send You This Famous 12-Cassette Course—
THE EXECUTIVE'S SHORTCUT
COURSE TO SPEECH IMPROVEMENT**

—To Hear at Our Expense?

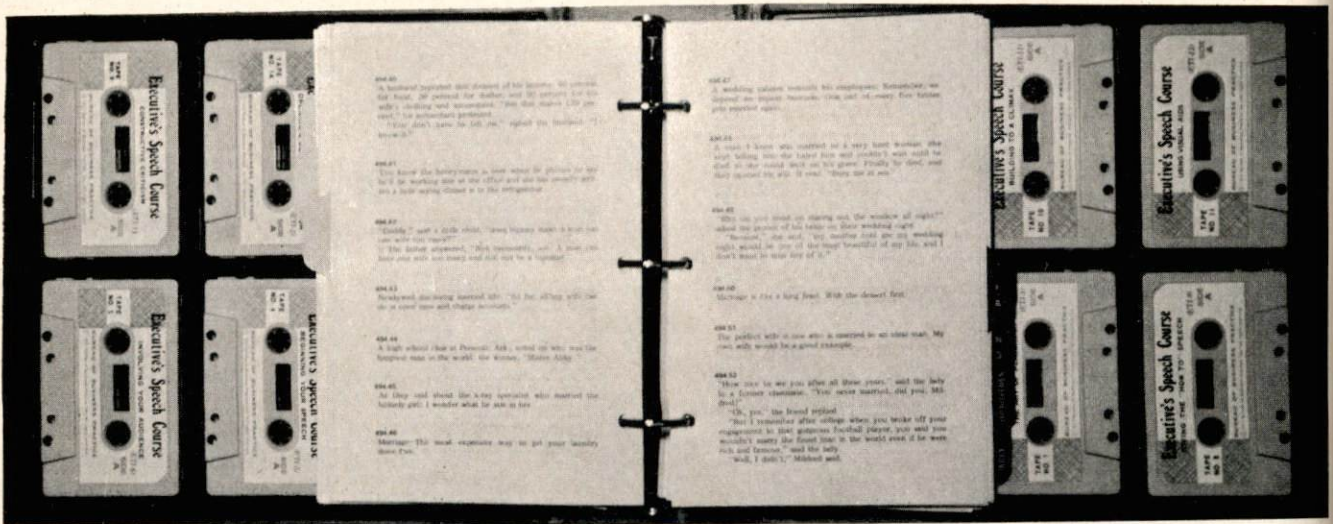
**15-DAY
FREE
TRIAL**

It takes just 30 minutes to listen to tape No. 1—"THE ART OF HUMOROUS SPEECH," but it will convince you of the unique learning ease that comes with cassette tapes—

It Tells You How to Deliver a Joke so Easily and Naturally You'll Learn How to Win Over Your Audience at Once—Whether There Are 1, 2, 10, or a Thousand Listeners!

TAKE UP TO 15 DAYS TO REVIEW THE ENTIRE COURSE
Discover for yourself how it helps give you the forceful precision that sets aside the executive with speaking skills from the ordinary speaker—Helps you develop your timing, articulation, and delivery style—Gives you tips and tricks only the "insiders" know!

EXAMINE THE GREATEST ASSORTMENT OF JOKES, STORIES AND ANECDOTES EVER ASSEMBLED!
"THE SPEAKER'S FILE OF HUMOR"—Gives you a vast, fresh source of timely, topical humor—more than 300 pages enrich your repertoire of jokes for every occasion!



- **Completely Indexed and Cross-Referenced!**
- **1,580 Topics from Absent-Mindedness to Zoology!**
- **Packed in a handsome, compact, sturdy Carrying Case—**
- **Convenient! Easily Transportable! Holds Everything!**

COUPON BELOW SAVES YOU MORE THAN TWENTY-FIVE DOLLARS!
Ordinarily a 12-month subscription series valued at \$83.40, you may now receive the entire course at one time—saving us postage expense and yourself money. The complete course—12 Cassette Tapes, the vast Story File, and handsome Carrying Case

—is yours for only \$57.00, a savings of over 30% from the monthly program price. And you have your choice of 2 convenient payment plans. But send no money now.
Take up to 15 Days to Examine All Materials. If You Are Not Completely Satisfied, Return the Materials in Their Compact Carrying Case—Pay Nothing and Owe Nothing!

NO-RISK TRIAL COUPON

A REGULAR \$83.40 VALUE—THIS SPECIAL DISCOUNT OFFER SAVES YOU \$26.40—REDUCES THE COST OF THE COMPLETE PROGRAM TO ONLY \$57.00!

THE BUREAU OF BUSINESS PRACTICE • 24 Rope Ferry Road • Waterford, Conn. 06386

Please send me THE EXECUTIVE'S SHORTCUT COURSE TO SPEECH IMPROVEMENT—the complete course includes 12 Cassette Tapes, the Speaker's File of Humor, and a compact, handsome Carrying Case—which I may examine without obligation for 15 days. During that time, if not completely satisfied, I will return the materials to you—and not owe or pay a cent! Otherwise, I will keep the material for the special discounted price of only \$57.00, plus a small charge for postage and handling.

Bill me for \$57.00, plus a small postage and handling charge. (ETI-Off-6)

Bill me in two equal installments of \$28.50 each, plus a small postage and handling charge. (ETI-Off-7)

NAME _____ TITLE _____

FIRM _____

ADDRESS HOME OFFICE _____

CITY _____ STATE _____ ZIP _____

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

Officers, Toastmasters International

President
Durwood E. English, DTM
4580 Mt. Alifan Drive, San Diego, CA 92111

Senior Vice-President
Hubert E. Dobson, DTM
1205 Henry Road, South Charleston, WV 25303

Second Vice-President
Eric K. Stuhlmuehler, DTM
32 Sweetwater Bay, Winnipeg, Man., Canada R2J 3G5

Third Vice-President
Patrick A. Panfile, DTM
78 Stoneleigh Court, Rochester, NY 14618

Past President
Robert W. Blakeley, DTM
6304 May Boulevard, Alexandria, VA 22310

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

Secretary-Treasurer
Herbert C. Wellner
2200 N. Grand Avenue, Santa Ana, CA 92711

Directors
Hubert R. Barney, DTM
5400 Alamo Drive, Winston-Salem, NC 27104

Edward N. Belt, DTM
3260 E. 134 Street, Cleveland, OH 44120

William N. Crawford, ATM
2315 N. 81st Street, Scottsdale, AZ 85257

Eddie V. Dunn, DTM
3106 7th Street, Fargo, ND 58102

Vit Eckersdorf, DTM
78 Shearer Drive, Atherton, CA 94025

Donald S. Kearton, DTM
3645 Rivercrest Drive N., Salem, OR 97303

John S. Latin, DTM
1010 Calle Ortega, San Dimas, CA 91773

William D. Loebke, DTM
6901 Plainfield Road, Columbia, SC 29206

William O. Miller, DTM
12101 Hunters Lane, Rockville, MD 20852

J.K. Nath Nayak, DTM
2832 South 10th Avenue, Broadview, IL 60153

Clarence L. (Robby) Roberts, DTM
10 Village Drive, Huntington, NY 11743

Dr. Homer F. Schroeder, DTM
2200 Jefferson Avenue, Toledo, OH 43624

Arun K. Sen, DTM
422 Fiesta Avenue, Davis, CA 95616

Gilbert W. Smith, DTM
4029 W. Washington Street, Indianapolis, IN 46241

John L. Staha, ATM
5004 Jeffery Place, Austin, TX 78746

Ed Tackaberry, DTM
26 Sayer Avenue, Winnipeg, Man., Canada R2Y 0C6

Magazine Staff
Editor

Michael J. Snapp

Art Director
Garnet Blair

Advertising Representative

Miller & McZine

P.O. Box 492, San Francisco, CA 94101, (415) 441-0377

The Toastmaster

March 1978 Vol. 44 No. 3

FEATURES

- 6 **Becoming a Supersuccessful Person**
by Dr. Robert H. Schuller
- 12 **The Next Time "The Next Speaker" Is You**
by Jack McGuire
- 16 **Are You Really Listening?**
by Muriel Lederer
- 20 **Your Club . . . Your Company**
by Ray Floyd, ATM
- 24 **Taking the Guesswork Out of Job Interviewing**
by DeAnne Rosenberg
- 28 **Meeting Distractions (and How to Deal With Them)**
by Robert P. Levoy

DEPARTMENTS

- 4 **Letters**
- 5 **The Way I See It**
- 15 **Profile**
- 19 **The Idea Corner**
- 23 **How to . . .**
- 30 **Hall of Fame**

COVER

Success isn't always measured by the number of goals you reach, the problems you solve or the money you make. Success, according to Dr. Robert H. Schuller, the man chosen to receive Toastmasters International's 1978 Golden Gavel Award, is simply a matter of developing your hidden potential. (Cover and inside photos courtesy of Success Unlimited.)



Published monthly to promote the ideals and goals of Toastmasters International, an organization devoted to improving a person's ability to express himself clearly and concisely, to develop and strengthen his leadership and executive potential, and to achieve whatever self-development goals he may have set for himself. Toastmasters International is a nonprofit, educational organization of Toastmasters clubs throughout the world. The first Toastmasters club was established by Dr. Ralph C. Smedley on October 22, 1924. Toastmasters International was organized October 4, 1930, and incorporated December 19, 1932. This official publication of Toastmasters International carries authorized notices and articles regarding the activities and interests of the organization, but responsibility is not assumed for the opinions of authors of other articles. Second class postage paid at Santa Ana, California. Copyright 1978 by Toastmasters International, Inc. All rights reserved. The name "Toastmasters" and the Toastmasters emblem are registered trademarks of Toastmasters International, Inc. Marca registrada en Mexico. PRINTED IN U.S.A. □ All correspondence relating to editorial content or circulation should be addressed to THE TOASTMASTER Magazine, 2200 N. Grand Ave., P.O. Box 10400, Santa Ana, California 92711. Telephone (714) 542-6793. Nonmembers may subscribe for \$6.00 a year. Single copy price is 50¢.

Letters

Back to Laconic!

It is absolutely beautiful to view the great enthusiasm with which Toastmasters respond to the editorial comment in your magazine.

Particularly, I allude to the "letters to the editor" section in your January issue, and more specifically, to your excerpted comments from my speech in Canada that you featured in your October issue. The beauty is twofold in that it becomes apparent that Toastmasters really do read — and, even better, they question.

However, as an explanation of the use of the word "laconic" in reference to the audience reaction, I must stick by my original use of the word.

The style and method of my delivery in Toronto, and as a further explanation as a technique for the seminar process, relates to audience response, and in that sense the laconic audience is "developed." They do not respond — or they do so sparsely. They are undemonstrative, curt or terse in the interrelation process. On the other hand, while this process is fed by a pedantic delivery, laconic responses from the audience are obviated by the technique explained under my photograph — essentially the change of pace, the change of level and the provocative style which encourages free association, free expression and even loquaciousness. While that latter word does not appear to be an audience reaction, I am under the fundamental belief that it is. Speeches are not delivered to be listened to, they are made for people to become "involved with."

And I thank your readers and your respondents for their "involvement" with me.

Dave Yoho
Fairfax, Virginia

So Much for Art. . .

An article appeared in the January issue of *The Toastmaster* ("How to. . . Make Your Speech a Work of Art" by Dominic Martia, Ph.D.) that I feel does not contribute to communication. In fact, the article furthers the myth that long, involved words and phrases communicate.

In the article, Dr. Martia suggests

that the phrase "law enforcement professionals" and "defenders of law and order" might be used to refer to "policeman." These two suggested terms illustrate what Edwin Newman talks about in his two books, *Strictly Speaking* and *A Civil Tongue*.

Both terms include many classes of persons. Policeman, patrolman, detective, sheriff, attorney, marshal, judge — all are "law enforcement professionals" and "defenders of law and order." But "policeman" describes a particular class of these general classes that Dr. Martia talks about.

Writing in this style may make your speech a work of art, but it certainly defeats any attempt to make your speech clear, concise and easily understood.

George A. Beckim, ATM
Sedro Woolley, Washington

Outlaw the Props?

This morning, the undersigned Able Toastmaster competed in a humorous speech contest by putting on an act under the title of "The Painless Dentist."

While it was supposed to be a speech, the speaker explained that it was, in reality, an "act." He expressed the belief that acts should be forbidden in humorous and other speech contests, saying that some acts had already won their way into district contests. Fortunately, few became winners.

This Toastmaster believes that all props should be outlawed in Toastmasters speech contests, and discouraged at other times. What Toastmasters seeks to develop is the best use of the voice, the eyes, the face, the arms, hands and body. . . not props!

Paul K. Gardner, ATM
Carson City, Nevada

Of Special Interest. . .

I have just read "Time Management Or Time Is a Sacred Cow" in the January issue of *The Toastmaster*. This article, without qualification, compliments those in the magazine's special "Time" issue in November, 1975.

My question is this: How many of our current Toastmasters had an opportunity to read that special issue? How many still have a copy and have referred to it? And how many remem-

ber the principles of time management discussed in that issue?

My Recommendation: Why not publish a pamphlet (or pamphlets) on special topics (time management, leadership in Toastmasters, etc.) using selected articles previously published in *The Toastmaster*?

My Purpose: Ideas, time-tested and usable in any age, should not be relegated to the archives, gathering dust. Instead, they should be reintroduced to each new age of Toastmasters. The thoughts and ideas of our founders, compiled by TI under the title *Personally Speaking*, is an excellent example.

We in Toastmasters should not spend our time with each new group of officers — from the club to the International level — re-inventing Toastmasters. Here, in my point of view, is a great opportunity to contribute our own time-management — building on the proven, thereby making more time available for other worthwhile efforts which will contribute to individual and organizational growth. In this way, we all benefit — and time management becomes a way of life, not merely some principles on a printed page.

Michael L. Wardinski, DT
Alexandria, Virginia

A Tax Deduction?

Over the past few months, we've received a great number of letters asking us if Toastmasters membership can be taken as a Federal income tax deduction. Here's the official word: In general, a Toastmaster in the United States (and Canada) may deduct Toastmasters dues as an educational expense when speech training is directly related to job skills and/or is required by the employer (see Treasury Regulation 1.162-5). Contact the IRS (or RC-T) for more information. Toastmasters outside North America should consult their national tax authorities.

The Way I See It

by Durwood E. English, DTM, International President

There's No Substitute for Toastmasters

In the past few months we've said a great deal about the vast number of benefits we receive from our involvement with the Toastmasters program. We've detailed, for example, the educational benefits — the opportunity we're given to improve ourselves, whether it be in our jobs, our communities or our homes. We've pointed to the unique kind of fellowship that our club membership provides — and the opportunity it gives us to work, learn and grow with others. And we've talked about the technical skills it has instilled in us — skills that have enabled us to become better speakers, listeners, thinkers, organizers and leaders.

But I wonder how many of us, when explaining the Toastmasters program to a prospective member, fail to touch on a benefit that is just as important — if not more so — than the ones I've already mentioned? And this is a benefit that cannot be equalled by any other club, organization or training course anywhere in the world: *the ability to relate to, motivate and persuade other people to our point of view.*

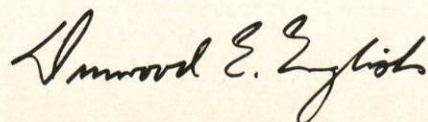
A few of you may find fault in what I just said, believing the speech-making ability you have received from your Toastmasters club to be the major benefit. While we are all occasionally called upon to speak in our business, church or social groups, these situations are rare compared to the opportunities we are presented with in meetings with other people, in motivating our business colleagues or customers, or in selling ourselves or a product. This is where we can really put our Toastmasters training into practice and make the best use of it.

I was serving on a local Little League Board of Directors when this point was really brought home to me. I was interested in getting a particular change made in our league procedures, and since it was a pretty large departure from what we had been doing for several years, it was not immediately accepted as a great idea, to say the least! Putting my Toastmasters training to work, I called as many other Board members as I could and explained why I thought my idea was a good one. I then prepared a point-by-point verbal presentation that I gave at the next meeting. The opponents to the idea, by comparison, had only one reason against the idea, and did a poor job of presenting it.

Needless to say, the idea was adopted. And all I had done was put what I had learned in Toastmasters to work. I've seen the same thing happen time after time in meetings at work, and each time the result is the same. The idea that is organized and presented in the best way possible will almost always win approval.

Toastmasters training, when applied properly, can give you the advantage in dealing with others. And what's more important, it makes every group situation you'll ever come into contact with more effective and enjoyable.

Remember this fourth benefit the next time you tell someone about the Toastmasters program, or think of leaving it yourself. There's no substitute for the type of training Toastmasters offers . . . and there never will be! ■





**Becoming a
Supersuccessful
Person**



Success isn't always measured by the number of goals you reach, the problems you solve or the money you make. Success, according to the man chosen to receive this year's Golden Gavel Award, is simply a matter of developing your hidden potential.

by Dr. Robert H. Schuller

Supersuccessful People aren't usually "born with silver spoons in their mouths."

They are, in fact, frequently born in poverty, ignorance and darkness. But they have one thing in common. They run toward the sunrise, toward the light of opportunity, wherever it shines.

You too can become a Supersuccessful Person. What do I mean by success?

Success does not mean, necessarily, reaching all of your goals. It is rather a matter of developing your hidden potential.

Success doesn't mean solving all your problems. On the contrary, as a Supersuccessful Person you will produce bigger challenges. You do eliminate old problems; you exchange them for more exciting problems that are actually possibilities in disguise.

Success isn't the opposite of failing. A runner may come in last, but if he beats his best record, he still succeeds.

Success isn't measured by the money you accumulate. To be sure, because honest success is the result of meeting authentic human need, it often follows that Supersuccessful People become wealthy people. In a world that cries for money to eliminate poverty, ignorance and disease, we may hope there will be many persons who acquire wealth in order to build a healthier and happier human community. But no matter how wealthy Supersuccessful People become, they never forget that "being" is more important than "getting." What you *are* is more important than what you *have*. I have a friend who has a set a goal of making a million dollars in order to give it all away. Now that's a Supersuccessful idea.

My Definition of Success

I have a simple definition of success: "Success is building self-esteem in yourself and others through sincere service." We could say: Success is self-

respect. It's that wonderful feeling that comes to you when you have helped others help themselves to a better and more beautiful life.

Now we see why success is so important. Because the alternative is failure, and failure is disastrous to a person's self-esteem. Without a successful experience you will remain forever trapped in the impoverished ghetto of a negative self-image. Success turns you around from being a nonself-loving person into a positive person with healthy self-love.

All Supersuccessful People know that self-esteem is life's highest value. They know the joy of *getting* is being able to *give* to those in need. They know the joy of sharing the fruits of success. This great joy is the experience of self-esteem. So building self-esteem in yourself is both the motive and the measure of success.

That's why I challenge you to get set and join the Supersuccess circle. Whoever you are, wherever you are, I invite you to climb the success ladder, all the way to the top.

Regardless of the circumstances!

"Under the circumstances she did quite well," a supervisor said, pointing to a worker who came from an impoverished background. "She's a great Possibility Thinker," he added proudly. "That's the reason she is a success."

"But as a Possibility Thinker she wasn't *under* the circumstances — she climbed *above* them — even *on* them," I replied.

The Success Ladder

In every facet of your life there is a ladder — your community, your company, your profession, trade or career. On every one of those ladders there is someone at the top, someone at the bottom, and still others in between. You are on that ladder somewhere: on the top, on the bottom, or somewhere in between.

Why is it that some people are at the top, some are at the bottom, and others in between? Is it because of *talents*?

Not really. I can prove to you that

talent is not the major ingredient in success. All you need to do is look around and see others in your own profession — doctors, truck drivers, salespersons, teachers, politicians. Some you will find are higher on the ladder than you, and you know that you have more talent than they do. And you can see people at the bottom of the ladder who have more talent than you do. Look! Around the bottom of every ladder of every career and profession are many talented people who aren't going anywhere.

On a plane one day I discovered that my seatmate was from Green Bay, Wisconsin. "Oh, I've heard of that," I said. "But what does Green Bay have besides the Packers?" "I don't know," he said. "As far as I am concerned, Green Bay is the Packers. You see, I'm the coach." Trying to keep the conversation going, I asked, "How's the team going to do next season?" "Great," he said, "we've got talent." (Ah, I thought, now I'm going to learn the secret I've been looking for.) "What's talent?" I asked. "That's a good question," he replied. "I don't really know, but I would guess it's character. Young men who are basically clean, wholesome and good. And because of this they have drive, yes, that's it! The drive to win is the talent." Are top-of-the-ladder people more talented? No, unless you want to describe talent as drive and character. Only people with character have the drive to reach for the top. And the exciting thing is, character is something anybody can develop.

Other underachievers complain that success is dependent on *territory*, where one happens to live. But that's not necessarily true, either. Supersuccessful People are not great achievers because of *where* they are but because of *what* they are. As persons with admirable character, they have learned how to use power for the good of other people. And that is what character is, really. A study of success is, when you get right down to it, a study in the flow of power, who acquires power, how power is used, won, held, restrained, managed. A Supersuccessful Person is a person with power. And power never flows to places. Power always flows to people.

Not long ago I visited Persepolis, one of the more forgotten and forsaken places on planet Earth. It's in Persia — Iran as we know it today — midway

between the Persian Gulf and Teheran. You would expect Teheran to be a great city because of its geography. But Persepolis, far off the beaten path, was the power center of the world during the reigns of Cyrus I and Cyrus II. What made this city great? Not the place, but the people there. So mark this carefully. *Power never gravitates to places; power always gravitates to people.*

A Powerful Idea

The owner of a hardware store in Watertown, New York, once had a problem with which many merchants are familiar. He had a lot of items in his store he couldn't sell. A young boy who worked for the merchant had an idea. "Why don't we put it all on a table out on the sidewalk and stick up a sign that says, '10 cents or less — take your choice!'" The owner tried to put down the idea, saying, "People will think because the merchandise is so cheap it's falling apart; they won't buy it, not even for 10 cents." The kid said, "The idea might work, it just might work." (These are the three most important words you will ever learn: *It might work!* They start the Possibility Thinking process to work.) The negative thinking merchant finally agreed to try the idea.

So the boy put the items on the sidewalk, along with his 10-cent sign. In no time everything was sold. The boy said, "Let's do it again." But the boss said, "No, it won't work the second time." Well, the kid got disgusted, quit his job and started his own business, calling it a "five and 10 cent store." Years later, he became one of the most successful merchandisers in American history. His name: F.W. Woolworth. His figure can be found sculpted in bronze, outside of the Merchandise Mart in Chicago, as one of the nine greatest merchants in United States history.

Supersuccess. It's not *talent* and it's not *territory*. It isn't a matter of *tricks* either. You think you have to be able to manipulate people in order to be a good salesperson? Not so! Successful selling is nothing more than communicating to people a truth they weren't aware of before. A salesperson is a servant of others. You don't have to con people or bribe them with gimmicks. You only need an honest product people really need. Honesty releases enthusiasm. Enthusiasm is drive. So great determination is

generated. The Supersuccessful Person dreams, makes decisions, lays plans, sets goals and determines that he will not fail. That's what Possibility Thinking is all about.

My favorite success story is about a little girl named Tara. While her parents were taking a few days vacation, they received an urgent message to call Children's Hospital in Orange County, California, immediately. Tara, they learned, had fallen and had been brought to the hospital in critical condition. As soon as they reached the medical center, they heard over the public-address system the call "99, 99," which means that every doctor on duty has to rush to the room. Somebody is dying. It was Tara. They pulled her through that time, but they were to hear the call "99, 99, 99" again for Tara. Six times her heart stopped. But each time she was brought back to life.

Alive! But not much more than a vegetable. That's the way they took her home. One night her parents, Mike and Donna, were at her bedside when Mike put his fingers around her lips and recited a favorite rhyme, "Bumblebee, bumblebee, fly around the tree." And, miracles of miracles, she smiled! Her first sign of response.

But that was the only response for awhile. Although Tara's parents believed she could, somehow, recover, she showed no further improvement. They bathed her, dressed her, tried to put food in her mouth — and loved her. Then they learned of the Institute of Human Potential in Philadelphia, where Dr. Glen Doman checked her over carefully. "Yes, we might be able to do something for her, but you have to pattern her eight hours every day," he said. "It will take four people moving her head, pulling her arms, pulling her legs. Maybe we can teach her undamaged brain cells to take over and function," he said. "She just might learn to talk again," he added, cautiously.

I remember the first time I saw Tara. By this time she had regained her sight and speech. When I came to see her she was in her therapy room, ready for her patterning exercise.

"Are you ready, Tara?" her mother asked. And Tara began to sing with perfect diction, "Jesus loves me, this I know. For the Bible tells me so. We are weak, but He is strong. . ." Her singing set the rhythm for the women who were forcing her body to exercise in the reenactment of a child's crawl.

I walked out of the room thinking of people who once had a dream and gave up because it was too hard, or they thought they couldn't do it, or it wouldn't work.

A Quality of the Mind

What, precisely, are the mental qualifications that make up Possibility Thinking for Supersuccess? Are we talking about Intelligence Quotient? Not so! In Rudyard Kipling's words: "First prizes don't always go to the brightest and strongest; again and again the person who wins is the one who is sure he can."

Supersuccessful Possibility Thinkers are *progressive* people. Such a person can be characterized by these principles:

- A progressive person believes he needs to improve.

Are you willing to admit that you can make mistakes? That there are times when you have been wrong in your judgment? Are you willing to admit that you have blind spots? That you have been indoctrinated, brainwashed and prejudiced in some of your attitudes and viewpoints? If so, you have the first mark of a progressive person. Join me in saying, right now, "I am not perfect. I make mistakes. I commit errors of judgment. I have a blind spot and may not even be aware of my major mistakes."

- A progressive person seeks constructive criticism and correction.

To improve, we have to discover our weak spots. I try to find my own. In my own ministry at the Garden Grove Community Church and on the *Hour of Power* television program I make a practice of reading a digest of all my negative mail. You see, I think the "complaint" department is really our "quality control" department. That's important for Possibility Thinking. We must learn to admit that we are imperfect. It conditions us to welcome insight into our "problem areas." For we need to know where our weaknesses are if we are to improve and spare ourselves from the negative results of personal mistakes. Are you willing to take the same attitude? A Progressive Person is anxious to get constructive criticism from his friends because he knows they really want to help him.

- The Progressive Person admits publicly his shortcomings, failings and mistakes.

This means saying out loud a sentence that more than anything else marks you as an adult: "You are right."



Earl Nightingale, world-renowned author and lecturer, has spent over 30 years in researching success patterns.

"Listen and lead . . . here is your opportunity to hear the 12 secrets of my proven success formula . . . a system that is guaranteed to work for you . . . or it costs you nothing."

Earl Nightingale

**MY COMPLETE
12 SESSION PROGRAM**

- 1 THE MAGIC WORD**
Learn how one "magic word" can make the first big difference in your journey to success.
- 2 RECOGNIZING OPPORTUNITY**
Learn how to recognize and capitalize on the many opportunities that surround each of us, every day.
- 3 SETTING WORTHY GOALS**
Do you know how to set goals and then achieve them on schedule? This session will show you how to go through life from one success to another.
- 4 USING YOUR MIND**
Creative thinking and problem solving can assure you the knowledge, prestige and income of the top five percent of the population.
- 5 SERVICE & REWARDS**
There is really one basic law for all financial and personal achievement. And, with this session, you can begin to put that law to work for you today!
- 6 SELF-KNOWLEDGE**
Why do some seemingly "average" people always achieve more than others? Find out how you too can achieve the greatness you know you are capable of.
- 7 CONFORMITY & NON-CONFORMITY**
The more you understand human behavior, the more you'll realize how much easier it is to achieve success than suffer with failure.
- 8 SELF-MANAGEMENT**
To reach your goal for personal success, you must first realize how much you're worth now . . . and then apply the same growth practices to your growth as have built the most successful corporations.
- 9 MONEY**
This session helps you decide how much money is enough for you and then shows you how to get it.
- 10 PERSONAL GROWTH**
The emphasis here is on one factor that controls, to a tremendous extent, the amount of money we will earn in our life-time and the people with whom we will associate.
- 11 USING TIME MANAGEMENT**
How to achieve "the only real security." Now you can control your circumstances and be successful, regardless of whether times are good or bad.
- 12 BEING A LEADER**
Every one of us has the ability to develop the qualities of leadership. Now, you can become the leader every industry, every profession is looking for.

Earl Nightingale invites the readers of The Toastmaster to share in his most successful self-motivation program . . .

LEAD THE FIELD

The complete easy to use personal development program that contains thousands of ideas that are stimulating, practical, new as tomorrow and vital to your success. Now you can become as big a winner as you want to be with our no-risk, full money-back guarantee offer.

Now you can use the principles of cause and effect to your advantage. Learn the secrets that have helped thousands greatly increase their incomes, change the whole course of their personal lives and careers for the better and achieve greater happiness and peace of mind. And, when you order "Lead the Field" you will also receive our complete catalog that offers big savings on many other valuable cassette programs. Don't delay. You must be completely satisfied with "Lead the Field" or your money will be fully refunded.



FREE BONUS

Send in your order today and receive a Free Bonus two-cassette album containing "The Mind of Man" and "The Strangest Secret" . . . the most popular sound recording of its kind ever produced.

**SPECIAL
15 DAYS
FREE TRIAL
OFFER!**

Includes 12 complete, dynamic sessions in 6-cassette album plus FREE BONUS 2-cassette album if you order now.

NIGHTINGALE-CONANT CORPORATION • The Human Resources Company®
 3730 West Devon Avenue • Chicago, Illinois 60659

Enclosed is my check or money order for \$49.95. Please send me the complete LEAD THE FIELD six-cassette album (containing all 12 sessions) plus my free bonus album containing "The Strangest Secret" and "The Mind of Man" cassettes. I understand that if I am not completely satisfied I may return "Lead the Field" and the bonus album within 15 days and receive a full refund.

SPECIAL CASSETTE PLAYER/RECORDER OFFER. I am enclosing an additional \$29.95 (or charge to my credit card). Please ship me your Cassette Player/Recorder complete with AC cord, batteries, and built-in microphone for recording on blank cassettes. Illinois residents add 5% sales tax.

Or, charge my purchase to:

BankAmericard Master Charge* Name _____ Title _____

Account # _____ Exp. date _____ Company _____

Signature _____ Address _____
 (must be signed to be valid)

*If using Master Charge, also indicate the four numbers above your name here City _____ State _____ Zip _____

CALL TOLL-FREE ANYTIME (800) 621-8318 (Illinois residents call (800) 972-8308) TO ORDER USING ANY OF THE CREDIT CARDS SHOWN ABOVE.

TM38

and I was wrong." When you are ready to do that, you are on the edge of a miracle that will change you as a person at the very deepest level. And marvel of marvels, you will hear the words: "I forgive you . . . You are forgiven!"

Suddenly you begin to change. You become a new person, an open person, a free person. No longer do you try to give people the impression that you are perfect. The defensive stance of an insecure person is dropped. The arrogance is gone. Suddenly you stand there as an honest, humble human being, who is heard to say, "Maybe I am the head of the history department, but I don't know it all, and I hope to keep learning and growing." When that happens, a remarkable change begins to take place in your life. Your phony masks are gone. You stop playing games. You give up your false pretending. That's the start of the miracle. A bridge is built where there was a chasm. A wall is torn down. Tensions are dissolved. Communication is restored. A fracture is mended. Polarization turns into dialogue. Suspicion gives way to trust. New life begins.

Supersuccessful People, because they are progressive people, break free from "locked-in thinking."

It's a fact. Failure-prone low achievers are infected with impossibility thinking, which we call boxed-in, locked-in, thinking: "A rigid mind-set," that could be described as "frozen attitudes," or "concretized thinking."

There are some mental fences that keep your creativity locked in, trapped.

These nonmoral, nonethical, nonlegal, nonreligious boundaries form "fences" that trap creativity and progress up the ladder of success.

Let's examine them more closely.

- *Personal Limitations.* Do you lack education? Money? Experience? So what? Join the club. Everyone has personal limitations. Everyone is a beginner sometime, somewhere. Rembrandt was once a beginner. So was Einstein. You have suffered failure or rejection? Don't worry about it. Every successful writer, experimenter and inventor has failed too. It's not the failures that count, but what you learn from them that matters. There is an answer to each of your personal problems. There is someone, somewhere, who can help you overcome your limitations.
- *Inexperience.* "There is no substitute

Dr. Schuller to Receive 1978 Golden Gavel

Dr. Robert H. Schuller, the world famous theologian, author, lecturer, newspaper columnist and television personality, has accepted Toastmasters International's invitation to receive its highest award, the Golden Gavel, at this year's International Convention, which will be held August 16-19 at the Hyatt Regency Hotel in Vancouver, British Columbia, Canada.

Dr. Schuller, the latest of the 19 communicators to be so honored by the organization, will receive the coveted award at the Golden Gavel Luncheon, scheduled for Wednesday of convention week.

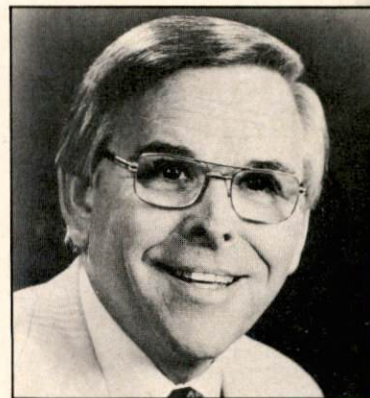
A minister by profession, Dr. Schuller serves as an inspiration to millions. Instead of theology, his sermons are packed with success stories, accented by alliterative slogans and an "I'm OK — You're OK" philosophy. This message of success, which he calls "Possibility Thinking," has brought peace of mind around the world and, as a result, has made him one of the most dynamic and electric men today.

His base is the Garden Grove Community Church (California), which he describes as "a 22-acre shopping center for Jesus Christ." Each Sunday, from that church, his television program, *Hour of Power*, is seen by millions of devoted followers in every state of the union and on over 140 stations in several countries. The author of 12 books that bring great comfort to hundreds of thousands of readers, his incredible rise to fame has become almost legendary.

It was on a farm near Alton, Iowa, where Schuller found his calling. He graduated from Hope College in Holland, Michigan, and attended the Western Theological Seminary in the same city. His first call was to a

church in a suburban Chicago community, where he exhibited his amazing talent for building a congregation. When he began, that church congregation consisted of 38 people. When he left, barely four years later, it numbered more than 400.

Then, in 1955, he was called to California — to a community called Garden Grove. The facts have, by now, almost become a fable — how Dr. Schuller arrived in California with \$500, how he



persuaded a drive-in theater owner into letting him speak there on Sundays, how he spent \$300 of his \$500 for the down payment on a portable organ, how he delivered his first sermon from the roof of the theater snack bar to scattered families seated in 50 cars.

Today, Schuller's church is a graceful, 14-story landmark, with 10 full-time ministers assisting in the work. Each Sunday some 10,000 persons attend services, some sitting in their cars, some sitting in chairs on the lawn, some sitting in the pews of this ultra-modern edifice, which was designed by the noted architect, Richard J. Neutra.

It's been said that "when Robert Schuller speaks, America starts thinking." Judging from the millions of people who hear him speak and the thousands that write to him every week for personal help and spiritual guidance, the Americans aren't the only ones! ■

JOKES for SPEAKERS!

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

An up-to-the-minute topical Joke-Bulletin with approximately 100 funny one-liners, stories and roast lines. Created by top Hollywood comedy writers. A great source of fresh professional material to humorize your speech for any audience; any occasion. Current issue: \$5.00. Send check or M.O. to:

JOKES UN-LTD.

1357 Miller Drive, Dept. 0-7, Hollywood, CA 90069

experience." True, but never let inexperience become an excuse for non-achievement. Possibility Thinkers are adventurers, and all of them begin at precisely the same place — inexperience. Every superstar in the big leagues, whether in sports, industry, education, the arts, science or religion, started as a rookie. Think of the colossal waste of human potential, energy, growth, and creativity that occurs when we allow inexperience to hold us back. To become a Supersuccessful Person you need to be an adventurer. Like Karen.

Karen left her parents' home a few days after high school graduation to "try her wings." But she had no well-defined plan, and a few days later she was broke. Getting more desperate by the minute, she bought an apple for her lunch and sat down on a curb in Princeton, New Jersey, seriously wondering if she hadn't made a big mistake in leaving the home where her parents would care for her. Then she noticed a man painting the curb nearby, and she went over to ask him, "Are there more jobs like that? I can paint."

"Not that I know of," the man said, "but if you want a job, the taxi folks over on the corner are looking for a driver." So Karen went there and applied. "Have you a driver's license?" the man asked. She had, had never been in an accident, and had a good driving record to boot.

"Okay," the man said, "fill out these forms and we will hire you." In a few days the paperwork was done, and Karen reported to work. "What do I do first?" she asked. "Well," the manager drawled, "you can take a load of foreign dignitaries who have been visiting Princeton University to Kennedy Airport in New York. Use the limo."

Later, Karen told of the experience — or, better, inexperience. "I was literally shaking," she said. "I didn't know if I could handle a limousine. I didn't even know my way to Kennedy Airport. And my passengers didn't either. All I could do was to look at a map hurriedly and start out, hoping I wouldn't mess up. Believe me, I became a pro in a hurry."

Inexperience can hurt you only if you don't do something about it. And the beautiful thing is, you can. You have the freedom to choose to try.

• **Prejudice.** Prejudice locks in your thinking, if nothing else does. On your

way to becoming a Possibility Thinker, you are becoming aware of the areas of your life where you mentally exercise the blight of prejudice. It's a character defect not alone because of the way your prejudice devalues other people, other cultures, other social orders. Just as important, if not more important, is the way your prejudice keeps you from progressing up the ladder to becoming a Supersuccessful Person.

Because of prejudice the voice of Marian Anderson was long denied on the great concert stages of our country.

Because of prejudice great athletes of the past were denied opportunity to perform in the stadiums and arenas of our land.

Because of prejudice young people with great minds have been denied opportunity to excel in our schools.

But there's more. Because of prejudice we deny ourselves the chance to know and befriend people of greatness — people of minority races and others our society puts down but who wouldn't put themselves down. We deny ourselves the opportunity to grow from the richness they have to offer us.

So release your mind from indoctrinated prejudices that keep you from discovering some of life's richest possibilities.

Make Success Happen

Locked-in thinkers are people who sit around waiting for success to happen, and when it doesn't they complain.

I am thinking of two salesmen. One works for an auto agency. Every time I drop by I see him sitting behind a desk with his legs crossed. "How's busi-

ness?" I ask. He answers, glumly, "Oh, pretty good."

The other salesman is of a different sort. When I ask him how business is, he says, "Great!" But he doesn't sit behind a desk. When I come around, I find him on the telephone, working on a prospect list. He's adding names of people that could possibly need what he's selling. Good salesmen make sales happen. People who live a superlife make it super. They plant seeds, make calls, write letters. They are aggressive, on the move. They don't wait for success to find them. They find success.

The great Danish philosopher Soren Kierkegaard once told a story of a flock of geese that was starting to head south to escape the blast of wintry winds. The first night they landed in a farmer's yard and filled themselves with corn. Next morning they flew on — all, that is, except one. "The corn is good," this big goose said, "so I will stay and enjoy it another day." The next morning he decided to wait still another day, and another after that, enjoying the delicious food. Pretty soon he had developed a habit. "Tomorrow I will fly south," he said.

Then came the inevitable day when the winds of winter were so severe that waiting longer would mean death in the frozen wastes. So he stretched his wings and waddled across the barnyard, picking up speed as he went. But alas! He was too fat to fly. He had waited too long. *Decide today to acquire the mental qualifications of the Supersuccessful Person.*

Determine to be progressive. Determine to break loose from your locked-in thinking. ■

The Next Time "The Next Speaker" Is You

by Jack McGuire

At just about the same moment the program chairman was announcing his name, Douglas S. felt a trickle of sweat break away from the sanctuary of his left sideburn and begin a ticklish descent down the side of his face.

Mopping his flushed face, he adjusted the mike, conscious of a tightening of his throat muscles. In stunned surprise he heard his opening remarks issue from his mouth in a high-pitched, totally unfamiliar voice.

"Good evening, ladies and gentlemen," he repeated, and again it was a stranger's voice that uttered his words.

Clearing his parched throat, audibly, with amplification courtesy of DuKane sound systems, he gulped from the glass of ice water on the speaker's stand and plunged into his speech.

Twenty nervous minutes later, an embarrassed and slightly perplexed Douglas S. quickly departed the rostrum, visibly shaken by his unexpected ordeal.

What had gone wrong?

How could an intelligent, polished speaker, a top-drawer executive of one of the top ten companies in Fortune's 500, bomb so badly?

In a word — complacency.

The Fundamentals

Doug had overlooked a key point that legendary football coach Vince Lombardi drummed into his players' helmeted heads over and over again. Attention to "the fundamentals." Blocking and tackling. The fundamentals.

Taken as separate items, they may appear trivial, but the cumulative effect can spell the difference between success or failure in your next speak-



TEDDY — Actor James Whitmore (currently touring as Teddy Roosevelt in the highly acclaimed one-man show, "Bully") says he blocks nervous tension by total concentration on the job at hand.

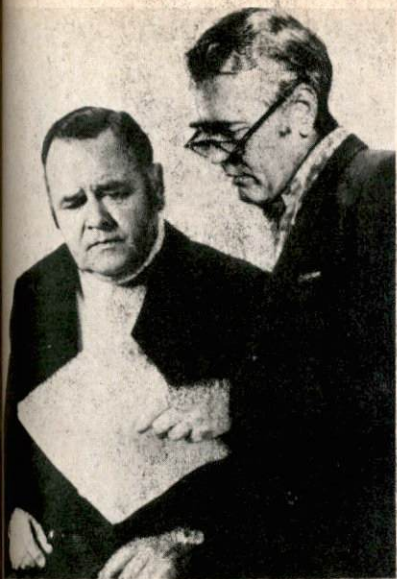
ing engagement.

Doug had started working on his speech the night before his scheduled speaking date. His manuscript — a few key points printed in block letters on the back of an envelope. Glancing

at his slapdash outline, he could fill the gaps with facts and figures and a few well chosen anecdotes to illustrate various key points.

Verbalizing it silently while shaving and again while driving to the office the morning of his speech, Doug felt ready to go.

Assuming that familiarity with the subject precluded any extraordinary preparation ("After all, I had delivered virtually the same speech a dozen



WINGING IT — Jonathan Winters (shown here with the author in a Hollywood sound studio) admits to one facet of his personality that his audience has never seen — nervous anxiety. He's learned to control and channel the emotion to good advantage.



DIVINE HELP — The voice behind *The Paul Harvey News* has a unique method for overcoming initial nervousness when addressing an audience — prayer!

times before!"), Doug had skipped over several essential steps necessary for success.

Even though, in his mind, it was a well organized and developed speech, Doug should have taken the time to simulate actual delivery, and instead of verbalizing it silently, should have rehearsed the speech aloud — preferably before an objective listener.

How many times?

That's an individual matter. But certainly such practice should begin well in advance of the speaking date, and the procedure should be repeated as often as necessary to gain the same mastery over technique and delivery as with the subject at hand.

To read or not to read, that is the next question.

Add the Creative Spark

Breaking away from the prepared manuscript, too, is individualistic and depends on the speaker's experience and skill. Generally a more effective presentation results when you are no longer tied to the written script. The extemporaneous effect that comes across adds a spark of excitement in contrast to a certain stiffness that creeps in anytime a speech is read.

It's not necessary to commit the manuscript to memory, word for word. The essence of the speech, ideas, not words, should be memorized. Only then will your presentation contain that rare and elusive humanizing quality

the French refer to as *elan vital* — the verve and vitality that breathes a spark of life into even the most mundane subject.

Now you're ready to deliver. But hold on. Before you go charging off with dreams of glory, there's still another point to consider.

To make that point, let's go back to our case history. Just before Doug was introduced, he observed, among the guests, a senator and several prominent industry leaders who were known not to share his views.

A sudden shift in the atmosphere from a friendly to a possibly hostile one sent a shiver down Doug's spine. The result? An extra burst of adrenalin to compound his nervous tension.

Know Your Audience

Had he taken the time to learn about the exact composition of his audience in advance, Doug could have been aware of the unsympathetic elements and could have come better prepared to cope with the situation.

In an attempt to gain control, Doug made still another error. "I directed my full effort to those unfriendly faces," asserts Doug. "I was determined to win them over."

Veteran actor James Cagney was referring to the same common mistake when he offered these words of advice to a then fledgling entertainer, Frank Sinatra Jr.: "Keep your eye on the guy you're reaching . . . not the tough ones."

Looking closer at the first crack in Doug's facade, nervous tension, it's a common occurrence among public speakers and even professional athletes, actors and singers every time they step into the spotlight.

Fear, at just the thought of public speaking, is universal.

It's referred to in the popular best-seller, *The Book of Lists* by David Wallechinsky, Irving Wallace and Amy Wallace (William Morrow, publisher) as number one among the 14 worst human fears.

A Universal Fear

Citing a study made by the *London Sunday Times*, the authors report that a team of researchers asked 3,000 U.S. inhabitants, "What are you afraid of?" The largest percentage in the survey, 41 percent, responded — speaking before a group.

Such emotional excitement, when properly controlled and channeled, can be a valuable asset to be utilized. In Doug's case there was a moment when he could have gained such control. Like the quarterback who muffs the snap from center, only to scoop up the ball and dash for the winning touchdown, Doug could have saved the day.

Here's what some of the pros have to say on the subject:

"If I weren't nervous in the first few minutes of my act," confesses ad-libbing genius Jonathan Winters, "I'd be nervous about my act."

For a full minute or two after he's on, Winters works at harnessing and directing nervous energy until it's under complete control.

"Sometimes it's nothing more than a glance around the room," says Winters. "Maybe a smile, or a throw away ad lib remark, while I'm gaining the 'feel' of the audience, and I'm ready to wing it. It's a matter of timing."

And remember what that master of timing, Jack Benny, could do with just a pause?

Actor James Whitmore says he faces the same butterflies every time he takes the stage. His one-man shows, including a remarkable takeoff of Will Rogers, his classic portrait of Truman in "Give 'Em Hell, Harry," and his current tour de force, "Bully," a brilliant portrayal of Teddy Roosevelt, all require total concentration.

And that's his trick in netting the elusive butterflies.

"I concentrate totally on the job at

IMPROVING YOUR SPEAKING SKILLS

- New York, April 5
- Hilton Head, S.C. May 25-26
- Cincinnati, June 21



Dave Yoho
C.P.A.E.

Would you like to improve your speaking skills? I made that very decision many years ago and let me share with you what it has meant to me.

Today I receive upward of \$1500 for many speeches. I am recorded on cassette and my programs sell over \$1,000,000 annually. I became the president of a corporation that did over \$50,000,000. I have appeared on most major T.V. talk shows and had a six figure income when I was 30 years of age.

I will share with you my techniques on how to break the ice, get audience participation, make dull facts interesting, get rid of stage fright, and motivate your audience—these and other speaking skills are included in this course.

If you addressed a group as small as seven persons or crowds over a thousand, our course will assist you and, in addition, our manual will give you a method to set your goals and measure your growth.

These courses are attended by executives, managers, clergymen, lawyers, salesmen, as well as professional speakers. Many who have attended this program, as well as our other schools on "Closing The Sale" and "Creative Goal Setting," are already enjoying the benefit of improved skills, increased earnings, and higher performance.

Call or write us today and without obligation we will send you additional information—and, by the way, if you attend our entire course and it isn't everything you want it to be we will gladly refund your money.

CALL TODAY
703-280-4600

Name _____

Co. _____

Address _____

City _____ State _____

Zip _____ Phone _____

Surfa-Shield Institute, 3918 Prosperity Avenue, Fairfax, Virginia 22030.

hand," says Whitmore. "All outside influences — the audience, surroundings, any distractions — are momentarily blocked out as my entire consciousness is directed to getting into the character and taking command."

One of America's most sought after after-dinner speakers, at a reported \$7,500 per engagement, ABC News commentator Paul Harvey puts it this way: "A considerate host will allow the speaker a preliminary few minutes to himself. Use those minutes — even if only backstage or in a washroom — to pray."

Some speakers count to ten slowly before starting. Others take a deep breath in an effort to relax tense neck and shoulder muscles. But the important thing is to experiment until you find the way that works best for you to bring tension under control, to channel the nervousness and convert it into an attitude that announces to your audience, "You're going to enjoy this experience — and so am I."

Questions and Answers

There was a time when the suggestions already covered would be enough to carry the speaker through, but today a new phenomenon, the more aggressive question-and-answer period, red flags another potential danger spot.

In an age of advocacy, a polite and docile audience can quickly be converted to the adversary during the question-and-answer session.

Recently I attended an industry event where a highly placed executive with a major auto company delivered a fine speech and stepped back to bask in the afterglow of complete audience approval. A scant moment later, when the applause had died, the speaker melted away before our eyes like the fictional Captain Queeg in the witness box, as the first question, posed by an antagonistic young lady, caught him totally unaware. The query touched on the controversial subject of auto air bags from a representative of a leading insurance company known to be supporting their adaptation, a position not shared by the big auto maker.

The speaker's response was a pyrotechnic baggage of insults and loss of control.

As you can see, the post-speech period requires no less planning than the prepared portion. Had the speaker come armed with a half-dozen stock positions, supported with documented statistics, he might have steered the

subject out of dangerous waters with a deft hand.

Remember: There are no embarrassing questions, only embarrassing answers.

Above all, should you get caught in such a line of cross fire, don't respond with one-upmanship from your lofty position on the podium above the audience. They may sympathize with the emerging protagonist, and suddenly you're outnumbered.

The Key Points

Unaccustomed as you may or may not be to public speaking, meticulous attention to the points we've covered and repeated here, will pay off in handsome dividends when next you get up to speak:

- No matter how well you know your subject, after you have prepared your speech, practice giving it, aloud, and as often as necessary to arrive at a smooth, effortless delivery.
- If experience and skill allows, break away from word-to-word dissertation. Memorize key ideas, the "essence" of the speech, not just the words.
- Know your audience. Ask the program chairman who will be there, and analyze the audience in advance.
- Harness and channel nervous tension by getting control of the audience before you begin. Take a deep breath, relax, enjoy.
- Come prepared to answer any hard questions in the question-and-answer period. Have a few stock positions ready to work into your answers.

Marshall McLuhan's well-publicized pronouncement "the medium is the message" notwithstanding, getting your message across is the objective regardless of how you accomplish the task. Following a few, simple basic rules can make the attempt a lot easier and will provide an enjoyable experience for you and your audience — the next time "the next speaker" is you.

Veteran management consultant Jim McGuire has counseled a variety of companies and organizations, large and small, in the area of public relations. An accredited member of the Public Relations Society of America, he is a frequent contributor to the business trade press and has been the featured speaker at many business functions.



Frank G. Goble

Frank G. Goble — Author, Lecturer, Management Expert

"Everyone, regardless of their profession, can improve their life by learning to be better communicators. The Toastmasters program is also an excellent way to improve self-esteem."

The files at Toastmasters International's World Headquarters are full of people who, at one time or another, have been members of the organization and have used the speech skills they acquired to go on to a new, and even more exciting, profession. Few, though, have been as successful as Frank G. Goble, the famed author, lecturer and management expert.

Goble, who was a member and past president of the now disbanded Eagle Rock Club 109-52 (Eagle Rock, California), "retired" at the age of 46 from

a highly successful business career with a multi-million dollar corporation to become president of the non-profit Thomas Jefferson Research Center in Pasadena, California. Under his direction, the Center has involved hundreds of executives, psychologists, psychiatrists, management consultants and scholars in an interdisciplinary search for practical answers to human problems.

A graduate of the University of California (Berkeley), Goble has been described as "one of the two or three best writers in the country on the subject of management and motivation" and has gained international recognition for his books, research reports and magazine articles. His first book, *The Third Force: The Psychology of Abraham Maslow*, is now printed in three languages and used as a text at a number of colleges and universities.

His other book, *Excellent in Leadership*, has been translated into Spanish, and combines theory and practice in a practical text for executives and supervisors.

Although obviously very successful today, Goble's past does much to dispel the myth that says all writers and speakers are born with some innate talent — some stroke of genius — that separates them from everyone else.

"I was so shy in high school that you could not pay me to speak in front of the class," he writes.

In fact, if it not had been for a friend of his, a Toastmaster who asked him to come as his guest to a meeting, things may have turned out a little different today.

"I had had slight speaking experience," he recalls, "but needed an opportunity to practice. I saw the Toastmasters club as a place where I could work and practice to improve my speaking skills.

"The ability to communicate is absolutely essential to my present position as president of the Thomas Jefferson Research Center. I now speak professionally as a lecturer and seminar leader, and for substantial fees."

As one of the country's foremost management experts, Goble finds little wrong with the present Toastmasters program. He does, however, have some suggestions.

"The Toastmasters approach to personal development is excellent as is," he said. "If there is a weakness, it is perhaps the lack of an advanced course examining psychological factors in communication and leadership skill. I also think an advanced course in leadership development would be an excellent addition for Toastmasters."

Regardless, Frank Goble is sold on Toastmasters, and often recommends membership to his friends and colleagues.

"Everyone, regardless of their profession, can improve their life by learning to be better communicators. The Toastmasters program is also an excellent way to improve self-esteem."

And we all can stand a little of that! ■

"To listen," a very wise man once said, "is more blessed than to talk." It should be . . . it's a lot harder!

Are You Really Listening?



by Muriel Lederer

Listening is our most neglected means of communication. Seventy percent of what we hear goes in one ear and out the other. As children, when our listening habits were being formed, we concentrated on reading and writing, but not listening.

"To listen," a very wise man once said, "is more blessed than to talk." It should be . . . it's a lot harder!

You've probably always thought that to listen was natural. We all listen by habit to what pleases us and shut our minds to whatever doesn't interest us. For the most part, poor listening is unintentional; these bad habits are left over from childhood. How often in any typical conversation do we wait anxiously for the other person to take a breath so we can start, especially if we disagree with what he's saying? And if we agree, how often do our minds begin to wander?

Listening Isn't Understanding

Why are so many people tin-eared? Research shows that the average person spends nine percent of his time writing, 16 percent reading, 30 percent talking and 45 percent listening. Forty-five percent listening would be admirable . . . if we really heard and understood all that was said.

"If there is any one secret of suc-

cess," Henry Ford, the great industrialist, once said, "it lies in the ability to get the other person's point of view and things from his angle, as well as from your own." And to get the other person's point of view, you have to listen — creatively, uncritically, sympathetically and attentively.

A meaningful exchange requires no more than thoughtful listening. And a thoughtful listener need be no smarter than the rest of us — it's just that he knows a true conversation is a chance to learn something about one another, and from one another.

Good listening, then, inevitably involves silence — creative, meaningful silence. The kind where we refrain from presenting our ideas until the speaker has finished his own, and the kind where we listen beyond the word to the truth of a situation.

On-the-Job Advantages

Why is listening so important, especially in business? There are many on-the-job payoffs. For example, one salesman had been unable to properly understand a research man's presentation. Apparently the customer had not organized his facts well. After taking a listening course, the salesman made a return call to the customer and the interview yielded information that the salesman was able to recognize and reinterpret effectively, leading to a

new comprehension. The ultimate result was a sale.

There are also many other advantages. Among them:

- *Listening promotes understanding.* Do more than hear — listen. Do more than listen — understand.

People instinctively gravitate toward those who respect them as human beings, who make them feel secure, who try to understand their point of view. Can you think of any better, easier way to achieve all this than through effective listening?

If you're an effective listener, the attitude you bring to any conversation is quickly apparent to others. If they sense your interest, sympathy, and willingness to share their problems and feelings, you will enjoy a commanding position.

Tom Green, a Southern business man, had what seemed an insurmountable problem. He felt he just had to talk to someone who would understand. He went to Jim, a man in his company who Tom knew would probably just listen. Tom talked and Jim listened with never a word of advice or criticism. Yet, at the end of the time, Tom found an enormous sense of relief from having talked it out. His problem wasn't immediately solved but he felt a sense of direction that had been lacking before. He con-



now see daylight ahead, and his gratitude to Jim for having listened knew no bounds.

You just can't appreciate the other person's point of view unless you listen to it first. And without knowing what he thinks, how can you move him toward your thinking?

- *Listening reduces grievances.*

At an Eastern bakery one day a top salesman turned in his notice. "I've got a better job," he sullenly told his sales manager.

For months the sales manager hadn't listened when the salesman brought in his problems. For example, there had been the time the salesman was left using a battered old truck when six new trucks were added to the fleet. Not wanting to say he felt he deserved a new truck as the top salesman, he had told the sales manager his truck wasn't running well and seemed ready for the junk heap. Unfortunately, the sales manager wasn't listening. And because of this, nothing he could say would change the man's mind about leaving. The bakery lost a good man because it was too late to smooth over the misunderstandings.

At a large department store headquarters in St. Louis, Missouri, the 800 executives are carefully taught to listen to each other and to what the thousands of sales clerks and office

workers say. The training program also teaches them to recognize that what a clerk says isn't always what he means.

As supervisors, they are told they must listen carefully to catch the real meaning of what their employees say. Often the tone of voice, or a question asked, may give a vital clue. A file clerk who asked if the store would subsidize her taking a key punch course, for example, was really trying to find out if the new computer being installed would displace large numbers of office employees. Fortunately, the executive who was asked the question caught the tone of her voice. He uncovered the fact of massive unrest and uncertainty among the office employees because of the computer, and acted at once to calm their very real fears.

Real or imaginary gripes in business, or at home with your family, can build up to dangerous proportions if there's no one to listen to them and iron them out while they're still small.

- *Listening garners new ideas.*

"Why should I tell the boss about my ideas for increasing production," a foreman once complained. "He never listens to anyone anyway!"

By far the most effective method you can use to tap new ideas is through sympathetic listening in your day-to-day informal contacts. By listening,

you increase the speaker's self-esteem, give him a sense of importance, pay him the supreme compliment of valuing his opinions.

When someone comes to you with a problem or a suggestion, don't decide too quickly that you're not interested. After all, how do you know without hearing him out? Give him the benefit of the doubt by asking yourself, "What's this fellow saying I can use?"

What are the benefits of good listening?

"He could exhaust people by listening to them," Arthur M. Schlesinger said of former President John F. Kennedy in his book, *A Thousand Days*. Listening effectively may not get you promoted to the top job, but it certainly makes doing any job easier. Knowing how to listen helps you get more out of your dealings with people.

In the business world, the winners are people who have disciplined themselves to listen more than they talk. This doesn't mean the listening winner is a clam. But rather, people pay attention to him because he pays attention to them. And you'll find it true that it's always worth listening to a man who is a good listener himself.

Listen to Everything

There is no such thing as a worthless conversation — if you know what to listen for. Listen to what is actually

being said, as well as to what people unconsciously reveal about themselves while they're talking. Even in a dull conversation you can sometimes turn some of these unconscious clues into a new vista of interest.

Don't be afraid to admit your ignorance of a subject by asking questions. You'll make a conversation instantly meaningful by asking, "For instance?" which lets the speaker know you're interested. This ploy also forces him to be more specific. You, as the listener, must often lead the conversation.

But better listening can be a help in business, too.

In the chemical field, for example, Dow Chemical claims more than five hours a day are spent in communicating with others. About two of those hours are spent in listening to someone else. And more than one of those listening hours are wasted, often resulting in mistakes or missed opportunities because someone "didn't get the message."

If you're selling a product or service, a little more listening ability can also save many an order for you. A leading California manufacturing concern recently surveyed its customers who had either quit buying altogether or who had reduced the volume of their orders during the previous year. They asked, "Why aren't we doing as much business with you as before?" The majority of the answers indicated the customers felt the firm's salesmen didn't understand their problems. They also felt the men didn't care enough about their account to provide the necessary service. "I would tell him what we needed, but he didn't seem to listen," many answered.

A Plus for Salesmen

Salesmen have been found to be notoriously poor listeners. A recent study of 700 sales managers showed talking and listening took up 80 percent of their time. These men spend only three percent of their effective time on creative or planning work. By listening more effectively in the first place, and adding the time thereby saved to their creative time, these managers could easily double their productivity.

Modern successful selling techniques involve the skillful questioning of prospects to bring out their needs and desires, to find the real objectives, to lead them into making their own decisions favorable to the sale. The

salesman, therefore, must listen skillfully to detect the true meaning of the reply, and to keep from missing highly important information that can lead to the sale.

John Jameson called on the same prospect that several other typewriter salesmen had called upon. He heard the same reason for not buying: business was behind last year. But, by really listening, he also heard, "We might be a prospect if we can get a good contract."

A month later, John read the firm had won a bid on a new building. He called the prospect, reminded him of the previous interview, made an appointment for a demonstration, and closed the sale for four new typewriters. The valuable bit of information was buried under the familiar old face, but John alone had listened.

Why aren't most of us better listeners? That question is not easily answered.

The key to poor listening — as to effective listening — lies in the fact people can think much faster than they can talk. Most speak at the rate of about 125 words a minute. We are able to think at least four times that fast.

Impatient with the plodding rate of the spoken word, your mind tends to think about other things while devoting only a fraction of its capacity to taking in what is being said.

Our difficulty in listening stems from three causes: a mistaken belief that you can relax and listen at the same time, a desire to break into the act with your own words or thoughts, and an emotional reaction to certain ideas which blots out the rest of the message.

If the listener hears some of his fondly-held beliefs attacked by the speaker, his mind is likely to use its unoccupied time drawing up arguments against the speaker's position.

But the opposite situation can also produce poor listeners. If the speaker's ideas seem to coincide with those of the listener, the brain will begin to wander ahead, anticipating what it expects the speaker to say. Any real difference between the speaker's idea and those of the listener are likely to be overlooked.

What about you?

Why Not Start Today?

Do you listen? Yes, of course, you're probably saying, "... sometimes." But if you want to truly win by

listening, you can start today.

1. Don't try to fake attention.

Listening is hard work. If properly done, it induces faster heart action, speeds blood circulation and causes slight rise in body temperature. Get too relaxed and it will be reflected in a lax mental attitude that anyone speaking to you will almost certainly detect and resent.

Avoid being an "island hopper" who shuts out the speaker periodically, then checks in every few minutes.

Effective "ear work" means you listen with complete concentration. This is necessarily flattering. Katherine Squire, the gifted Broadway actress, once told a young performer, "On the stage when you listen, really listen. You can't fool anybody by trying to look as though you were listening. The same is true in every aspect of your life.

2. Don't prejudge a speaker because he may have unfortunate delivery, appearance or mannerisms.

Listen to messages on the speaker's own terms, no matter how nervous, boring or belligerent it comes across.

You can often find a good idea even when it is ineptly expressed simply by listening harder. Don't make hasty evaluations. Everyone is a Patrick Henry. The world, and probably your circle of friends, is filled with too many glib, empty gas bags, adept at saying little or nothing in a great many ponderous words. The ill-at-ease person may be shy, but his thinking and his proposal could be "Grand A." Impatience on your part will only aggravate his shyness and shut off the flow of ideas.

3. Listen for the feeling or tone of the words, and learn to listen between the lines.

A man's change of expression, tone, or the gestures of his hands can tell you far more than his words.

If you're a salesman listening to a prospect, don't take the statement "I can't afford it" at face value. Listen for clues as to why the prospect is really hesitating, where you need to do some reselling, what new approach you need to make.

4. Avoid being trapped by emotional shaded words that tune you out of the speaker.

Many words trigger negative responses. Among these vocal red flags are *communist, sissy, pervert, automation, income tax, hippie, square*

punk
your
uses
conve
neces
your
willin
passin
5.
being
facts
Th
one th
pinpo
the in
the m
Let th
It
well.
than c
or cre
6.
speak
uninte
Co
you m
know
tion.
Englis
said,
uninte
uninte
7.
to co
the sp
A
man
didn't
Many
what v
don't
saying
8.
talk ab
Thir
will sa
this gu
solid,
his po
case?"
9. M
ideas.
Bec
times f
you ca
person
made.
10.
Goo
Don't i
your "p
listening
concern
MARCH

...k, *welsher*. You can add some of your own, but if someone innocently says one, don't let it derail the whole conversation. An open mind doesn't necessarily mean you're abandoning your principles. It implies that you're willing to learn all the facts before making judgment.

5. *Learn to concentrate on what's being said and avoid listening just for facts.*

The human mind can handle only one thought at a time. Try too hard to pinpoint fact "A" and you may miss the introduction of others. Listen for the main ideas, the overall concept. Let the facts fall where they may!

It takes physical energy to listen well. And don't try to listen to more than one thing at a time. Don't tolerate or create distractions.

6. *Don't decide, even before the speaker starts, that the subject will be uninteresting. Just give him a chance.*

Convince yourself that everyone you meet knows something you don't know and is worthy of your attention. G.K. Chesterton, the famous English author, spoke wisely when he said, "There is no such thing as an uninteresting subject; there are only uninteresting people."

7. *Don't line up arguments mentally to counter what is being said while the speaker is still speaking.*

A knowing wit once said that no man would listen to you talk if he didn't know that he'd get his turn next. Many of us concentrate so hard on what we plan to say next that we really don't hear what the other person is saying.

8. *Anticipate what the speaker will talk about next.*

Think ahead, guess what the speaker will say next. Ask yourself, "What's this guy trying to get at? Are his facts solid, unbiased? Or is he handpicking his points just enough to prove his case?"

9. *Mentally summarize the basic ideas.*

Because you can think up to four times faster than the speaker can talk, you can mentally summarize what the person has said, what point he has made.

10. *Don't avoid hard listening.*

Good listening requires an effort. Don't ignore difficult material. Stretch your "muscles" from time to time by listening to something that really takes concentration.

One of our greatest and most common weaknesses is the failure to equate the importance of listening with the importance of talking. The person who develops the skill of listening also develops his capacity for learning.

It's certainly true that a good listener is not only popular everywhere, but after awhile knows something, too! ■

Muriel Lederer is a freelance writer, lecturer and public relations consultant. A director-at-large for the American Society of Journalists and Authors, Inc., she has written two books and a number of articles for such magazines as Reader's Digest, McCall's, Seventeen and Woman's Day.

The Idea Corner

Beating the "Ho-Hum" Syndrome

"All the telltale signs were there — a sagging membership, less than 100 percent attendance at meetings, apathetic response to assignments."

Sound like your club? If so, you may want to follow the example of the *Imperial Polk Club 3101-47* in Winter Haven, Florida.

"Our Imperial Polk Club had experienced some exciting years," said Charlie Tarjan, a member of the club, "but this wasn't one of them! We had not had any new members for months, and there were no prospects in sight. Analyzing the situation, we came up with the idea that we should exhibit ourselves and our objectives to the citizens of Winter Haven. And what better way to do so than to make contact with the huge Saturday crowds that faithfully throng the local mall!"

According to Tarjan, the opportunity presented itself to the club in the way of a "Charity Bazaar Day," when civic organizations and church groups would be permitted to set up booths in one of the city's biggest shopping malls. They quickly applied for space, and were accepted.

"Our principal attraction was to be a videotape player," said Tarjan, a former club educational vice-president, "which we planned to encourage the participation of passersby. But as luck would have it, the playback circuits failed and we were only able to use the television camera, with reception of the picture on a small, but prominently displayed, TV screen."

Thirteen of the 16 club members participated in this unusual exhibit, which also featured various Toastmasters banners, posters and trophies. Since the playback feature of the video set-up had failed, the club borrowed a tape recorder and enticed a number of onlookers to recite prepared limericks, and then listen to their recorded voices.

"During the ten-and-a-half hours our booth was in operation, it was run by three shifts of three to four Toastmasters each. One usually worked the television camera or tape recorder while the others spoke to interested passersby. Although the composition of the crowd was not as favorable as we would have wished (there were mainly small children, teenagers, senior citizens and housewives), we did get inquiries from a number of interested people, about half of whom were not free to attend our Wednesday night meetings."

What were the results of the club's efforts? According to Tarjan, the exhibit produced six good membership prospects and gave club members the chance to discuss the benefits of membership with 25 others who took the trouble to stop at the booth. But, he says, there was another aspect of the project that became more apparent as the day wore on.

"Our working together generated a sense of cohesion and *esprit de corps* which had long been lacking among us," he concluded. "I guess it goes without saying that such a club project is an excellent way to revitalize any club suffering from the "ho-hum" syndrome!" ■

A Toastmasters club is a lot like running any small business. As such, it requires the same kind of planning, management and responsibilities to ensure its success.

Your Club... Your Company

Level 1: ATM

Typically, a small business that employs less than 50 people has an annual gross income of one million dollars or less, a product to sell and an objective to provide that product, or service, to people who need it, at a reasonable profit. In addition, a small business has a general manager, a general executive vice president or some other top manager, a manager of manufacturing or production, 3) a controller, or treasurer, 4) a controller, or treasurer, and 5) a plant equipment manager. Beyond this, the group, each manager has a small staff to address specific areas and plans of inter-divisional areas, and how they will coordinate with the other divisions. Finally, each division publishes, or at least reports, an audit of how they are doing.

Now, what all this is leading to is a direct connection it has with you or the Toastmasters organization, stop and think about it. Make the following comparison. In my analogy, thus far, a small business is defined as one



having less than 50 employees; a Toastmasters club is limited to 40 members. A small business has less than one million dollars annual gross income; I believe this is true for the vast majority of Toastmasters clubs. (There may be some out there that take exception; if so, congratulations!) A small business has a product to sell; a Toastmasters club also has a product to sell — better listening, thinking and speaking. A small business has an objective to provide their product to people who want it at a reasonable profit; a Toastmasters club should have as an objective to provide people (members and guests) with their product at no loss, which is a reasonable profit for a non-profit organization. Next, the small business has a small corporate staff and mini-staffs to guide their business in the day-to-day running of the

company. Yes, you guessed it, the same type of organization a Toastmasters club finds in its club and various committees. Finally, a company publishes, or audits, its progress for the year, while the Toastmasters club completes its District Club Plan, an excellent audit of the club's progress for the year.

Let's continue these thoughts and see how the management of a mythical small company and the Toastmasters club do indeed follow each other very closely in their operation.

Perhaps the biggest difference between a Toastmasters club and the small business is that the Toastmasters club have a minimum of members (20), and it has a strong organizational backing it (International). You can compare this to a division, or a subsidiary, of some larger organization; this is not critical to our analogy, but I will put forth so far.

The Company President

Let's start with the president of the company and club, and see how they are. In almost every business, the president is an experienced person, whether you speak of the president of the Toastmasters club, or not. It makes a lot of sense to put a new member, or new member, into the organization, lead the organization, and have the requisite knowledge and skill. Some could argue that many companies go outside to fill the position of company president, but in case they pick an experienced person, much the same as a Toastmasters club, can it an experienced member transfer into the club from another

The president is responsible for ensuring that the company is not only to pursue its goals and objectives, but also continuing to show a profit. In the long range goals, results, and pertinent to the business, should be obvious that this is not

of a single individual, but requires the delegation of many details to the corporate staff members. The Toastmasters club is in much the same position.

Each club must have a set of goals and objectives that the administration hopes to achieve during their term. The president should be the prime mover in establishing those goals and continuing to monitor the progress of the club during the term of office. He or she must remain aware of the needs of the organization, assuring that the right programs are being developed to meet the members' needs. Obviously, the president must maintain awareness of the budget balance sheet, for continued operation at a loss will eventually spell disaster for the club. In keeping track of this multitude of plans, concepts and directions, it should also become obvious that the club president cannot do it alone, any more than our small company president. To that end, the club president must rely on the club staff, the remainder of the executive committee.

The Toastmasters club president has one distinct advantage — he or she has the continued benefit of those persons that have occupied the office in prior terms. The biggest trap that the current president must escape, however, is letting those predecessors run the club. The authority and responsibility belong to the current administration, and decisions must be based upon the needs of the club, not on the way "it's always been done."

The Production Manager

Let's look next at the production manager. He is concerned about the quantity and the quality of the company's product. This job requires constant review of the products progress, the scheduling of parts and a review of how well the product is doing for its customer set. With such a brief review of the job of the production manager,

you may have already guessed the equivalent position in the Toastmasters club, that of the *educational vice-president*.

The educational vice-president must provide the production schedule, more commonly referred to as the meeting schedule, and must also assure that each part (member) is ready to fill the role scheduled for them. As with the production manager, the educational vice-president cannot wait until the day of the meeting to put together the plan for the meeting, but must always be looking to the future and scheduling the various members far enough in advance to allow for proper preparation. While three meetings in advance is a common figure used, if you can schedule farther in advance, then by all means do so!

What about the question as to whether or not the product is meeting the needs of, or satisfying, its customer set? In the club's case, that is the educational needs of its members. In short, is the schedule, evaluations, program quality and speech opportunities meeting the needs of the members? If not, then the product quality is not what it should be and some drastic, or remedial, steps are called for. What can the educational vice-president do?

The first thing that should be done is to conduct a Member Interest Survey. How else can the educational vice-president determine what the members need (besides merely speaking to them periodically)? Once the survey is complete (it should be conducted periodically, say twice yearly), then the educational vice-president starts to work with his or her staff, the educational committee, to see what the needs of the members are. As these needs are identified, a plan should evolve on how the needs are going to be met, when, and by whom. This plan should then be formalized and

brought before the executive committee for review and agreement. This latter action is no different than our production manager and any plans that may be proposed that effect the company.

Public Relations

Let us now look at the small company personnel manager. While the prime concern of this job is in the hiring and firing of people (and to some extent the application of benefits), one other common area assigned is that of public relations. Whenever someone outside the company wants to know more about the company, it is frequently the personnel manager that provides the information. If an advertisement or announcement is to be released by the company, it is frequently the personnel manager's responsibility to prepare and/or review the article prior to release.

Now, which officer in the Toastmasters club are you thinking about that would hold an equivalent position to that of the company personnel manager? Right, the *administrative vice-president!*

The administrative vice-president has the charge to maintain club membership. While that task is (or should be) everybody's job, it is the administrative vice-president's job to maintain awareness of membership and plan club membership building programs from time to time. While our company personnel manager may only be able to advertise for new people, the administrative vice-president has one distinct advantage — a trial program called Speechcraft!

How many other organizations have a program where an interested party can benefit while deciding whether or not he wishes to continue? But the necessity of advertising is no different for the personnel manager and the administrative vice-president. A Speechcraft program that nobody knows

about is not going to be very effective, and will not benefit the people that need the program, nor the club. The old adage, "It pays to advertise!" was never truer. In this respect, my analogy of the two positions draws even closer together. As your club's administrative vice-president, you have the responsibility of public relations for the club. If you plan a Speechcraft course, advertise it well in advance. If a member reaches one of the plateaus (CTM, ATM, DTM) write an article for the local paper. Advertise! If you have had, or plan to have, an interesting outside event — advertise! In short, the best unknown product will remain unknown . . . unless you do something about it!

Your Club Budget Director

What about our small company budget director? Obviously the budget director is concerned with the financial picture of the company. From this, the dollars spent (and for what), receivables and bills must all be accounted for. In each case, however, there is a certain amount of correspondence (aha!) involved. I'm sure you are several steps ahead of me, as I now equate the small company budget director to the Toastmasters club *treasurer* (and in some instances, *secretary*).

The majority of our clubs do not have a vast sum of money to be squandered for this and that. As a result, it should be very clear that sound financial planning and accounting are the responsibility of the club treasurer. As with most organizations (the government excluded), negative financing is not permitted by the Toastmasters club; that is, you have to pay your own way! It is through that portion of the members' dues not allocated to International — through Speechcraft charges, club sponsored contests, and other such activities — that a club draws its funds. This cash flow will never be a huge amount (unless there are some of those million dollar clubs out there), but it should be sufficient to meet the needs of the club.

What kinds of needs might I be referring to? Stationery. Postage. Advertisements. Educational material. Member pins. ATM and DTM badges. Member name badges. Visitor name tags. Special award certificates. This is not by any means an all inclusive list, but is used to illustrate the types of purchases that a club may consider, and the types of things that should show in the proposed annual

club budget. As these items are ordered, the club secretary/treasurer must prepare the order, write a check and mail the order to the company of interest (International, in most cases). This transaction must be noted as a disbursement of funds, and the current balance adjusted accordingly. The secretary/treasurer must also ensure that the club per capita is paid promptly every six months in accordance with International requirements. If this bill is to be paid promptly, each member must be made aware of the importance of paying the member dues on time. A good budget director will mail each purchaser a bill, indicating the amount due, the purchased service and the terms of the purchase. The club secretary/treasurer (working together if there are two officers) should do the same for the club.

Mail to each member a statement of dues, showing the apportionment for International, for the club, the total due, and the date the bill is due (hopefully in advance of the date the dues are required at International). The first mailing should take place about three meetings prior to the final date. If there is a lack of response by some members, a second notice should go out as a reminder. At the last meeting prior to the per capita due date, an announcement should be made about any members that may have failed to pay their dues, followed by a telephone call to ascertain their intentions. Since you can't settle claims for goods not paid for in small claims court, don't invest in a member's fees with club funds. You can't afford to support paper members!

The Secretary/Treasurer

As any company would be happy to testify, records must be maintained and a financial audit performed periodically. This is also true in our Toastmasters clubs, with the job falling to the *secretary/treasurer*. The club correspondence is maintained by the secretary, while all financial dealings are coordinated by the treasurer. At least once per term, the club financial picture should be audited by the secretary/treasurer and another independent auditor. Some would argue that for the small amounts we are involved with, there's little point in doing this. But that is the point. We don't have a lot of money, and it's just good business to ensure that we can properly account for what we have, especially such a rare substance!

At last we come to the facilities manager. Here is the individual that looks to the machinery, the building, whatever resources make the plant go. Perhaps some oil here, some paint there, a little preventive maintenance on this system or that. In short, the facilities manager maintains awareness as to the physical needs of the company and ensures that those needs are anticipated and ready when called for. This member of the small company corporate staff has a function almost identical to that of the *sergeant-at-arms* within the Toastmasters club.

The Sergeant-At-Arms

The sergeant-at-arms is responsible for the physical club property — the banners, timers, name tags and trophies. But, like the facilities manager, the job doesn't end there. The facilities must be ready for use when needed. To the sergeant-at-arms, this means making sure that the meeting place is ready, that the meal is planned and the head table arranged. Beyond the facilities manager, the sergeant-at-arms is also the official host for the club, warmly greeting each guest and making them welcome at every meeting.

Perhaps by this time you have begun to see the point that I set out to make. Our clubs are small businesses and as such, should have the same planning, fiscal arrangement and responsibilities as does any small business. We have a product, objective and a customer set. Why shouldn't we require sound management of our resources to maximize the benefit (profit) to our club? Perhaps if we think of our club as a small business in which we are investing our time, efforts and money, we will be more conscious of the planning and coordination needed to make it a success.

Who knows? With concerted effort we may find our club on the Toastmasters International version of the Fortune 500 — a President's Distinguished Club! It can be done. It just takes the effort to run our "small company" in the best manner we can.

Ray Floyd, ATM, is a member and past president of the Deerfield Beach Club 3299-47 in Deerfield Beach, Florida. A development engineer with IBM in Boca Raton, he currently serves as District 47's Area 4 governor and a frequent contributor to The Toastmaster.

How to...

Too often, many members approach the crossroads much as they would a railroad crossing. They STOP by their Toastmasters meeting, LOOK at the results of what a few dedicated officers have achieved, and then LISTEN . . . and LISTEN . . . and LISTEN."

Get Onto the Train of Progress

by Steve Goldenberg, ATM

A small-time football coach with a reputation for optimism came into the locker room to give the boys a pre-game pep talk. "All right, boys," he said enthusiastically. "Here we are, unbeaten, untied, and undefeated upon — and ready for the first game of the season!"

We Toastmasters are now busily planning for a new season, and maybe we could benefit from an old-fashioned pep talk.

It would seem that we are at a crossroads. Several of our clubs are emerging from a trying period and are now poised to begin a term of meaningful growth. Many clubs, however, are not sure which path to take.

Too often, I fear, many members approach the crossroads much as they would a railroad crossing. They stop by their Toastmasters meeting, look at the results of what a few dedicated officers have achieved, and then listen . . . and listen . . . and listen. It is important to the progress of each club that we get the bystanders off the side road, and onto the train of progress.

Particularly at the time the new officers are installed, we hear much about the individual officer's "duties and responsibilities." But what about the duties and responsibilities of the non-officer members?

It is unavoidable that, at times, conflicts will occur which make it impossible (perhaps "impractical" is the better

word) for a Toastmaster to fulfill his or her program assignment. Hopefully, these conflicts (missed assignments) do not seriously "water down" the program for the week, or the schedule for the near future. But they could, and, unfortunately, often do produce disastrous results! Perhaps the only thing worse than a totally impromptu meeting ("Sam, why don't you act as Toastmaster, I'll handle the Table Topics, and maybe we can get Harry to give an educational speech!") is no meeting at all. Even in a planned impromptu meeting, the speeches must be prepared.

The pitfalls of a poorly-planned meeting are many. Even if your guests are impressed with the program as presented, you know that it could have been better, and you wonder if you should wait until the quality of the meeting improves before you invite other guests.

Sometimes, of course, you are not that lucky; the unplanned program becomes a fiasco, and the guests are so unimpressed that you may never get them to return.

Little Jenny was asked the examination question, "Upon what do hibernating animals subsist during the winter?"

Jenny thought for a few minutes, and then wrote, "On the hope of a coming spring."

Contrary to Walt Disney and Cinderella, wishing *doesn't* make it so. Toastmasters growth and strength de-

pend upon implemented plans rather than mere hope.

You hear the cry, "If we had more members, we would have better programs." There are many responses to that philosophy, but most of them are summarized in one spirited "Balderdash!" Your planned program is your drawing card — without it, you have little chance of attracting new members, or retaining your older ones. In this case, it is obvious that the "nest egg" comes before the "flock."

The following suggestions are submitted for your consideration:

- Your participation on the program should be scheduled at least four meetings in advance. When you learn of some circumstance which will preclude your fulfilling the function for which you are assigned, it is your responsibility to arrange for a replacement. Failure to do so causes a totally unnecessary burden on those individuals who do attend by forcing them to improvise. The more improvisation, the less "planned" the meeting becomes.
- Have a "speech in your pocket." Ideally, you should not only be prepared "a speech ahead," you should have started thinking about the speech after that. If each member was so dedicated, substitute speakers could be easily obtained.

Member involvement, then, becomes a matter of individual commitment. With commitment, everything is possible; without it, *nothing* is. It is the difference between *can* and *will*. It is the promise we make to others, but more importantly, it is the promise we make to ourselves.

Let us make a concerted effort to inform all members of their responsibilities; let's get them committed to moving *with* the train of progress, instead of merely watching it go by. ■

Steve Goldenberg, ATM, is a member of the JSC Club 3116-56 in Houston, Texas. A member of Toastmasters since the early '50s, Steve was charter president of the La Mirada Club 2555-F in La Mirada, California.

Interviewing someone for a position with your organization is a lot like gambling in Las Vegas. How do you know who to bet on? Fortunately, there are certain signs to watch out for that will make this task a little easier — signs that can help you select the right person for the job.

Taking the Guesswork Out of Job Interviewing

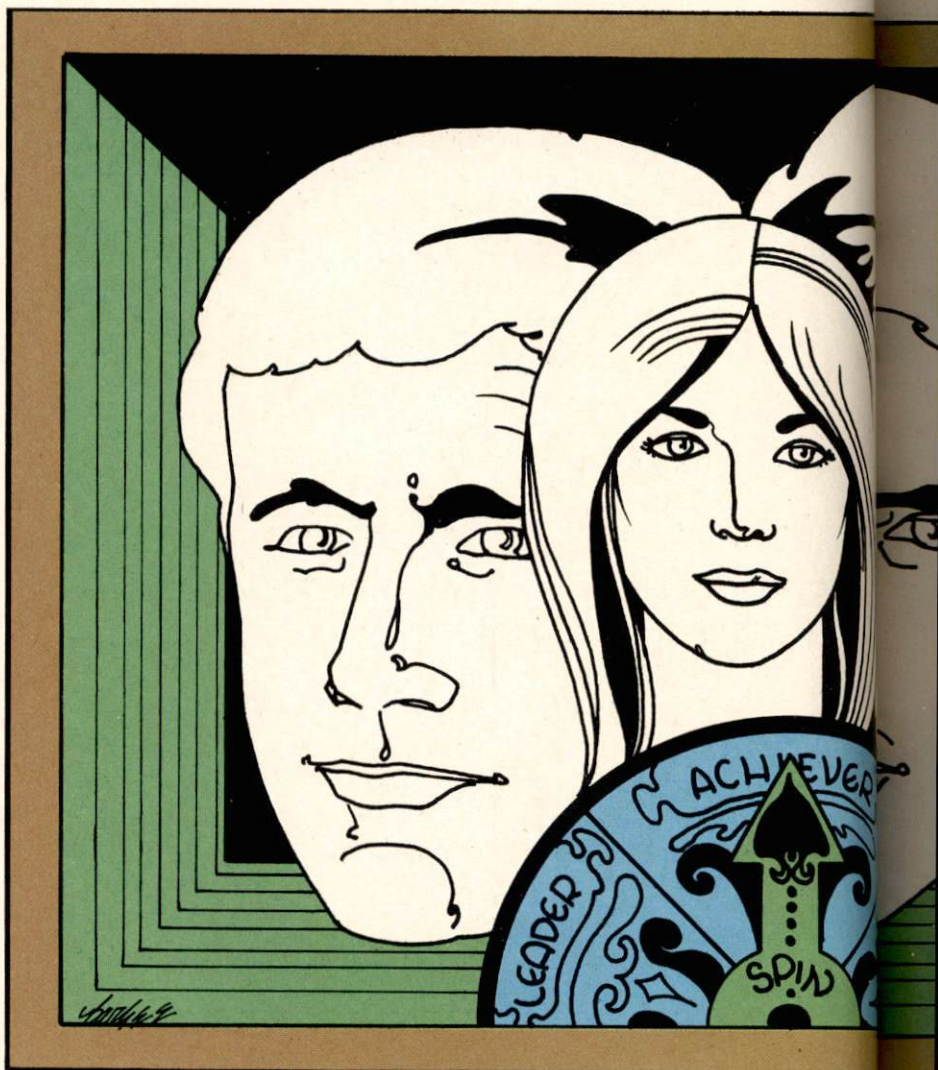
by DeAnne Rosenberg

Interviewing is a great guessing game — perhaps the greatest yet invented. If you have ever interviewed and then hired a person who looked and sounded as if he or she were perfect for the job and then turned out to be a real disaster, you know the problems. More than 90 percent of the people who perform at an unsatisfactory level because of low motivation, poor attitude or poor interpersonal skills could have been easily spotted in the interview if the interviewer had known what to look for. It doesn't take a personnel expert to have that clarity of vision.

I have worked with nonpersonnel managers, supervisors and executives at all levels throughout the country improving their interviewing skills. In the article that follows, I shall provide you with the tools to make you 98 percent accurate in every employment interview assessment you make.

Problems often develop when someone untrained in personnel work conducts the interview. In any business, where the workload is heavy and the staffing inadequate, this can easily happen. There are, however, interviewing tools specifically designed for the nonprofessional interviewer that can help you make more accurate judgments when evaluating candidates.

Let's assume, first of all, that any candidate referred to you will have the necessary professional qualifications, experience and skills. Your job now is



Reprinted by permission from the September 1977 issue of *Association Management*. Copyright 1977 from the American Society of Association Executives.

to select the candidate that best suits your needs in terms of personality and motivation to perform with the necessary level of accuracy.

In addition, one of your objectives is undoubtedly to ensure that the person you choose will remain with your organization and provide at least

al years of good performance as
rn on your training efforts.

o make sure that you get the right
on, you'll need to analyze the job
rding to two areas:

- The environment of the vacancy.
- The motivation of the candidate.

The Work Environment

Identifying the environment of
job vacancy, carefully examine
own management style, the group
amics of the staff you already
e, and the requirements of the job.

When you examine your manage-
nt style, you may see yourself as a
fectionist who demands superior
ormance from your staff. Perhaps
prefer people to concentrate on
work and leave the socializing
after hours. If this is the case, then

rather than focusing on the job at hand.

Suppose the group dynamics of
your staff indicates a warm, close and
friendly group where the members go
out of their way to help one another.
Perhaps they spend leisure time to-
gether as members of a bowling league
or as drinking buddies. If this is the
case, then you certainly don't want to
add a loner to your staff, a person
who maintains a decidedly cool and
distant attitude toward co-workers.

Many jobs require precision and
accuracy; others don't. For example,
suppose your work involves working
with the public, such as public affairs.
You may feel that warm, concerned
and outgoing personnel are the key to
success. A person who maintains an
attitude of aloof and cool efficiency is
probably not the person for this kind
of work.

In identifying the needs of the
vacancy, you need to determine the
personality or environment of the
vacancy.

What type of people have been suc-
cessful in the job? Your answer will
give you a good indicator of the type
of personality you need to look for
when adding to your staff.

What Motivates People?

Determining the motivation of the
candidate may be somewhat more dif-
ficult. One theory of what motivates a
person has been developed by David
McClelland, author of *The Achieving
Society* and a member of the faculty
of Harvard University.

His theory is that a person's rela-
tionship to his work is based on a
sense of self-identity that incorporates
three basic motivational needs:

1. The need to achieve.
2. The need for friendship or affilia-
tion.
3. The need to assume a leadership
or controlling role.

Let's examine each of these in rela-
tion to the candidate it characterizes.

The Need for Achievement

In the interview situation, the can-
didate with a strong need for achieve-
ment will speak at length about quality
work, excellence of performance and
high standards. You'll note a signifi-
cant lack of interest in anything human
or personal. For example, in response
to the request, "Tell me about your
previous job," the candidate will
describe his experience chronologi-
cally, task by task. Frequently the can-
didate will speak of developing a new

way of doing something or an inno-
vation he developed.

This person is an excellent problem-
solver, good for troubleshooting as-
signments. He is usually a perfectionist
and tends to prefer working alone. In
describing job pressures, this person
will talk about the inefficiencies of
others and frequently will tell you that
he knows more than the average em-
ployee in this line of work. And often
this is true.

In examining outside interests, you
will find people with these characteris-
tics are generally involved in competi-
tive pursuits such as tennis, bridge
and chess, where the objective is to
wipe out the opposition.

This person is an excellent worker
and should not be considered for a
position where the work is dull and
repetitive. He requires a continuing
challenge. If the job is not challenging,
you will find that you've added to your
turnover statistics fairly soon.

The Need for Affiliation

The person with a need for affilia-
tion, on the other hand, will show
during the interview a strong concern
for the human quality of the position.
For example, he will ask you about the
personalities of the work group and
the group dynamics of your staff. He
will also talk about the necessity for
people to get along well in the work
situation and will emphasize his own
human relations capability.

In answer to the question, "What
did you like most about your previous
jobs?" the candidate will speak of
group work and projects where a high
degree of cooperation was necessary.
These people do not like to work
alone, nor do they like to be solely
accountable for an entire task. They
are best where the work activities re-
quire group interaction and group
responsibility.

In addition, this person tends to
like jobs that do not require a lot of
changes and challenges. They are pre-
servers of the status quo and so are
likely to remain with you for a long
time if they like the others on your
staff and can make warm, close friend-
ships.

When you examine their outside
interests, you'll find they get involved
with clubs and alumni associations,
but not in a leadership role. Frequent-
ly they do volunteer work in a helping
capacity such as working with the re-
tarded. They are likely to be regular



you certainly don't want to add a per-
son to your staff who sees work as a
social situation or one who makes
friends with everyone in the office,

members of a bowling league, softball team, and so forth.

The Need for Leadership

The third type of person has a strong need for leadership. In an interview, this candidate will express a preference for being in charge of a project. These people like responsibility and do well in a leadership role. Status symbols are very important to them, and so these people will be hard bargainers on the issue of salary and job title.

In answer to the question, "What would you like to know about this position?" this type of candidate will ask about the organizational structure of the department and the reporting lines of authority. He is also likely to ask you how long you've been in your present position, and how long you feel he will be in the position for which you are interviewing before being considered for a promotional opportunity.

These people seem to enjoy working closely with those in authority, and if they have done so on previous jobs, they are certain to tell you about it.

Their outside interests seem to revolve around activities they feel contribute to their status in the community. Frequently they are involved in local politics. They may also express an interest in real estate, stocks and bonds, and the economy of the country. These people don't buy a home, they "invest in property" and live on the premises of their investment.

This type of candidate is a natural born leader and will want some assurance of promotional opportunities or training leading to more responsible assignments.

Telling Them Apart

In the actual process of the interview itself, you can begin to differentiate the three types by watching their body language, mannerisms and dress, as well as the way they speak. The achievement-oriented applicant tends to be rather cool and businesslike in his presentation. Often he will shake hands before seating himself in a rather formal position. The affiliation-oriented applicant will appear somewhat casually dressed and will take a more relaxed position in the chair.

Achievement-oriented applicants tend to wear darker colors, whereas affiliates show a decided preference for bright colors and are quite warm and friendly.

The leadership-oriented applicant

is neither formal nor friendly. He appears appropriately dressed for the interview.

Since items of status are of great importance to him, the leadership-oriented man wears initialed shirts, ties and cuff links, and the leadership-oriented woman carries a Louis Veton pocketbook or wears a Pierre Cardin scarf.

Each type of applicant is certain you are looking for a very specific package of qualities; the exact same assortment of qualities that he believes he has to offer. The achievement-oriented applicant believes that the important qualities a potential employer should look for are dedication, loyalty, efficiency and skill. The affiliation-oriented applicant will emphasize the importance of such qualities as good human relations, cooperation and friendliness. The leadership-oriented applicant thinks you are looking for a person with leadership potential, someone who wants to move up in the organization, to grow — a take-charge person.

Know What to Look for

There is no such thing as the perfect candidate. Each person you interview will be strong in some areas and weak in others. The important thing is to know what assortment of qualities you are most likely to get with any one particular individual. For example, the achievement-oriented candidate will turn out to be your best worker. This is the person to hire if you are short-staffed, because he will go beyond the call of health and duty to achieve work objectives. He is a workaholic; he doesn't know the meaning of the word overwork. This individual will do more than any two other employees combined, and whatever he does will be done to perfection.

In one association, there was an achievement-oriented bookkeeper. The director of the organization asked her to list the increase in membership figures by month for the last two years. He anticipated receiving one sheet with 24 notations on it. What he got from his bookkeeper was 15 pages of figures showing, by type of company, where the increases had been coming from and a statistical explanation of how each of the association's activities had affected those figures.

However, on the negative side, human relations are a very low priority to achievement-oriented people. They believe you are paying them to get a

job done, not to get along with others that work there. Their desire to achieve a high degree of perfection in everything they do makes them highly competitive with other members of the work team.

Since no one else could possibly meet their standard of perfection, their presence in a work group of average employees is like an indictment against those of lesser capability. This does not make for compatible working relationships. Incidents of interpersonal friction will be high when achievement people are present.

In contrast, the affiliation-oriented candidate will never be the focus or instigator of interpersonal friction. The person sees fellow workers as friends rather than competitors. He sees work primarily as a social situation and will go to great lengths to preserve and maintain cordial relationships.

As a matter of fact the issue of cooperation and support is so strong with this type of candidate that he will gauge his individual output by what other members of the group are doing. That clearly is the dues for group membership. Individuals praise themselves so that each does exactly what the others do — no more, no less.

They believe that a true friend would not outdo another by performing at a better level, nor would he create a situation where others would be forced to do more than their fair share because one member was not doing his job.

Affiliates Need People

Once hired, affiliation-oriented applicants will support one another and their bad behavior as well. For example, let us say that you have five affiliates working for you in clerical jobs. If one starts coming to work late and you say nothing, within one week the other three will begin arriving late also, usually within two or three minutes of one another.

Then, if you take the first one aside to discuss his tardiness, he will say, "Why are you picking on me? All the others are coming in late too." Moreover, within 30 minutes of your conference with this one employee, the other three may come into your office together and state, for the record, that they think you are being very unfair to their friend.

It is impossible to discipline affiliates individually. They take their behavioral cues from the group. The achievement-

employee, on the other hand, sets his standards, totally disregarding norms of the work group.

The results can cause trouble. The director of an association that was heavily involved in public contract issues decided that he needed an affiliate-oriented person to handle the telephones. Although his staff was quite large, the association had only maintained a small, one-person switchboard. The switchboard, however, was located in the basement of the building, several floors away from the office. The new affiliate-oriented switchboard operator had been on the job only a few weeks when it became apparent that a larger telephone capacity was needed. Members began to complain that whenever they called, the lines were always busy.

In discussing the problems with the switchboard operator, I learned that she was lonely sitting all by herself day down in the basement, so had gotten into the habit of setting up conference calls with her friends during working hours.

Leaders Like to Delegate

If you hire the third type, the leadership-oriented candidate, you'll find he will never work to his full potential. These people have a keen sense of what constitutes expediency. They will always do a good job, not perfect, but always very adequate. The achievement-oriented person will give you his best every day, all day. The leadership-oriented person quickly learns the game plan and gives you exactly what is necessary to get the job done well.

Since these people like responsibility and do very well with it, this is the person to hire if you need someone to supervise others or take charge of some particular aspect of your operation.

One association director employed a leadership-oriented person as his administrative assistant. After several weeks, it was brought to his attention that his administrative assistant had changed his title to assistant to the director and was sending out correspondence that way.

Watch How You Advertise

Upon further questioning of other staff members, the director found that his administrative assistant had been busy delegating some of the more tedious aspects of his job to others.

As these illustrations have shown,

each of these people sees himself in a different manner. That's why if you advertise in the newspaper when staff vacancies occur, the type of candidates who respond will depend upon the way you advertise the job.

Ads that typically attract achievement-oriented applicants use word patterns like this: self-starter, work with little or no supervision, challenging, difficult, new position, we are looking for the best.

Ads that typically attract affiliation-oriented applicants use word patterns such as this: friendly work atmosphere, nice surroundings, close to public transportation (or shopping centers), good benefits.

Ads that typically attract leadership-oriented applicants use the following type of word patterns: will be in charge of, work closely with the director, supervise, growth opportunity.

Know What You Need

Remember that each type of candidate is necessary to the successful operation of most organizations. The critical question you need to answer is, "Which type of person do I need for this particular vacancy?"

Every candidate you interview will be a combination of all three types. However, one of the three will stand out much more clearly than the others. The candidate will be attempting to sell you on the best kind of employee he thinks there is: the kind he happens to be.

During the interview you will be able to get a clear picture of the candidate's motivational makeup. All you need to do is listen; the candidate will tell you how he is motivated.

Once you have an understanding of the candidate's motivation, you then must decide if this type of person matches the environment of your vacancy. This way you'll hire people whose self-identity and motivational needs do not conflict with the environment of the position. This will do two important things for you. It will ensure that you have highly motivated personnel, and it will also minimize your personnel turnover and leave you time for more important matters. ■

DeAnne Rosenberg is president of DeAnne Rosenberg, Inc., and has served as a consultant to a number of organizations and associations.

Every Club Needs A Banner!



Your club needs a banner to be easily identified at club meetings and at area, district, regional — and even International — conferences. Without one, where are you going to hang your club's award ribbons for President's 40, Top Ten Club, Anniversary Month and Spring into Action?

The Toastmasters Club Banner (234) is made out of gold satin and stands 3' x 4', with a blue Toastmasters emblem and matching club identification lettering. And it's only \$30.00!

So what are you waiting for?

To order a banner, be sure to fill out the information below completely. Please note that your club name should take the same format as the banner shown in the accompanying picture. (Allow 30 days for delivery. Orders for new clubs will be processed after chartering forms and fees have been submitted and a club number assigned.)

Please ship a club banner for the (please print):

Club Name

Club Number

Location (City & State)

I have enclosed a check or money order for \$30 (U.S.), plus \$4.50 shipping and handling. (California residents add 6% sales tax.)

Name _____

Club No. _____ District No. _____

Address _____

City _____

State/Province _____ Zip _____

Toastmasters International
2200 N. Grand Ave.
P.O. Box 10400
Santa Ana, CA 92711

Of all the things a speaker has to worry about before addressing a group of people, distractions are perhaps the most frightening. But according to this meeting professional, while you can't eliminate them, there are ways to control them.

Meeting Distractions (and How to Deal With Them)

by Robert P. Levoy

A few months ago before an audience of 500 salesmen meeting in Atlantic City, I was just reaching the punch line of an anecdote and on the verge of driving home a salient point of my day-long seminar when, from the back of the auditorium, two workmen carrying a 25-foot ladder appeared and proceeded to walk through the room, presumably on their way to the kitchen and totally indifferent to the fact that a meeting was in progress. Their timing, needless to say, couldn't have been worse.

I stopped mid-sentence in my story

and, with complete deadpan, watched the workmen as they slowly made their way to the front of the room. The audience, beginning in the back of the room where the workmen first appeared, also watched. Row by row, heads turned until all 501 of us were following the workmen.

As they passed me, I casually said, "Hi."

One nodded. The other said "hi" back to me.

The audience roared, and the workmen disappeared into the kitchen.

Remembering an old vaudeville routine, I quipped, "I'd say they're taking their case to a higher court."

When the groans subsided, I asked, "Now, where were we?" And the audience reminded me.

A lemon had been turned into lemonade.

Don't Fight Them

If there is one thing I've learned after more than 2500 seminars, it's this: Don't fight the distractions that arise during meetings. Pause. Let them happen. If the opportunity lends itself, join them, but in no case continue as if nothing were happening and expect the audience to do the same.

It's not that what you're saying isn't interesting. It's just that, for the

ment, whatever else is happening is interesting.

Putting yourself be "upstaged" is a sure, guaranteed way to win the audience's sympathy and get them on your side. I've often mused that I wish every meeting would start with a waiter bringing a tray of dishes ("What an introduction!), a dead microphone for a second, I thought I went deaf!"), a blackboard that topples over the first time I use it ("For my next trick..."), music coming through the public address system ("Do you hear music playing?")

There are some other disturbances that disrupt meetings and distract audiences... and some ideas on how to deal with them. By all means, adapt and modify them to suit your audience and your seminar style.

Committeemen, executives and other speakers at a head table on the stage with you. Here is a situation fraught with endless possibilities for diversion and distraction for an audience.

Tip: If at all possible, clear the stage beforehand. Have extra chairs brought into the room. Ask those at the head table to join the others. Tell them they'll be more comfortable, and that they'll have a better view.

Since I rarely work from the stage, preferring instead to be on the main floor where I can walk into the aisles and among the audience, I kiddingly tell those at the head table that the only view they'll have up there is that of my bald spot.

They always move.

Sightseers and poolside vacationers who peer in the motel windows while a meeting is in progress. A seven-year-old child or anyone in a bathing suit has got to be more interesting than anything a speaker is saying.

Tip: If this can be anticipated in advance, arrange the seating so that the audience's backs will face the windows. The alternative of closing the drapes is less desirable since the sunnier and naturally brighter a room is, the better. It keeps people alert and awake.

Take-home literature to be read after a meeting will always be read during a meeting, the moment an audience's interest slackens. Once that starts, you've lost them.

Tip: Distribute reading matter for future reference at the end of the meeting. Allude to it during the pro-

gram. Make your audience "hungry" for it by tempting them with a sampling of its contents. Hold it up and tell them you hope there are enough for everyone. They won't leave without getting their copies and, more importantly, will read it on their time, not yours.

• *If a written message is delivered to you during a meeting, stop your talk as you would for other interruptions and wait until the message has been handed to you.* You might as well, because the bearer will have everyone's attention anyway.

• *Nitpickers, show-offs and argumentative types who persistently try to disrupt the proceedings and engage you in debate are the dread of every speaker, and should be handled delicately and diplomatically.*

Tip: "Put-downs," although tempting, are dangerous and may backfire; use with extreme caution. I prefer a peace-offering, such as a candy bar or other goodie (a supply of which I keep for just such emergencies). If I think I can kid him and obviate a debate, I'll walk over, smile and say, "Are you here for revenge?" If that doesn't work, I may try to postpone the fireworks by saying, "That's an interesting point. I'd like to discuss it further with you, but because of our tight schedule can we do so after the meeting?" I may pass the buck by asking for a comment from the audience. More often than not, and especially if the original remark is "out of order," someone will come to my rescue. If not — if I have been thoroughly squashed and see my entire life flashing before my eyes — I may look at the ceiling and imploringly ask, "Why me?" or "Where did I go wrong?"

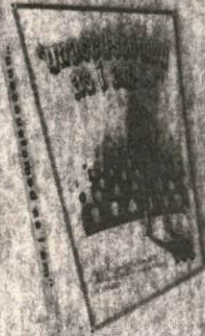
You can't win them all.

Disturbers and disturbances are part and parcel of the meeting business. Expect them. Accept them. Don't be so subject-oriented that you fail to see the distracting effect they invariably have on an audience. Above all, don't let them "get to you."

Just roll with the punches, and resume. ■

Robert P. Levoy has conducted over 2500 management and sales training seminars for business and professional groups, government agencies, leading universities and client firms throughout North America and overseas. He is the author of over 300 articles and two books published by Prentice-Hall, Inc.

club, sales and political meetings SURE NEED HUMOR



"UNACCUSTOMED AS..."

gives you 238 pages of good, well-indexed for easy use. A bonanza for men and editors. Good reading for a sense of humor.

Printed material to fit any occasion by the International President of a service club for his own personal use now published.

• Send check for \$4.45 plus 50¢ shipping and handling charge to:
Americard number, Indiana residents only.

THE LORU COMPANY
P.O. BOX 300-D, NORTH WINDYBROOK, ILL.



We'll be expecting you

VANCOUVER

and The Hyatt Regency
for Toastmasters
47th International Convention
August 16-19, 1978
(Hosted by District 2)

Hall of Fame

DTM's

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

Chris Gratsinopoulos

San Gabriel Valley 200-F, San Gabriel, CA

Don Robinson

San Gabriel Valley 200-F, San Gabriel, CA

H. Al Richardson

JPL/Caltech 3292-F, Pasadena, CA

William R. Johnson

Douglas Aircraft 1497-1, Long Beach, CA

Phil Vonder Haar

South County 1957-8, St. Louis, MO

Frank J. Kusiak Jr.

Westinghouse Air Arm.3026-18, Baltimore, MD

Coleman A. Richardson Jr.

Beta Aloosters 2524-23, Albuquerque, NM

Jack Shepherd

Sunrise 3035-43, Memphis, TN

Norm Camp

Saturday Morning 2840-47, Jacksonville, FL

Howard J. Lindenmeyer

Civic Center 3567-52, Los Angeles, CA

Ted Matthews

Vallejo 1200-57, Vallejo, CA
Mare Island Supervisors 2839-57, Vallejo, CA

John L. Tolbert Jr.

Tuesday Toasters 3004-63, Kingsport, TN

ATM's

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

Bruce C. Forge

Paul Revere 602-F, Orange, CA

Tom Jameson

Riverside Breakfast 1348-F, Riverside, CA

Henry J. Tanner

JPL/Caltech 3292-F, Pasadena, CA

Steve Minko

Carson 3100-1, Carson, CA

Larry Linser

Park Central 3527-3, Phoenix, AZ

T.F. Carlson

Telstar 1913-4, Sunnyvale, CA

30

Benjamin N. Nelson

Vanguard 2693-4, Sunnyvale, CA

R. Bruce Jordan

DLI 3824-4, Monterey, CA

John L. Riley

Tartan 162-6, St. Paul, MN

Marilyn W. Beaudine

Granite City 679-6, St. Cloud, MN

David R. Boldt

Grants Pass 852-7, Grants Pass, OR

Charles L. Martin

Marion 2020-10, Marion, OH

Wayne G. Strickland

Dogwood 1901-14, Atlanta, GA

James I. Mosteller

Conoma 454-16, Oklahoma City, OK

George F. Saunders

Conoma 454-16, Oklahoma City, OK

John J. Meister

Osage 1585-16, Bartlesville, OK

Michael Butt

Ponca City 1846-16, Ponca City, OK

Herschel Morgan

The Governors 3031-16, Oklahoma City, OK

Gerald B. Winget

Opportunity 451-19, Des Moines, IA

June Poplar

Downtown 99-22, Kansas City, MO

David R. Chilberg

ESP 2633-24, Omaha, NE

Charles L. Snyder

Morning Tour 2503-26, Casper, WY

Dan Walkovitz

Downtowners 3801-26, Denver, CO

Ted L. Peaden

Mentors 1974-29, USNAS Milton, FL

Thomas L. O'Dell

Eye-Opener 1675-33, Lancaster, CA

Mary M. Olds

Mall 2406-36, Washington, D.C.

Harold N. Diamond

Revenooers 3653-36, Washington, D.C.

Bobby L. Griffin

U.S. Postal Service 3711-36, Washington, D.C.

Robert B. Conklin II

Redding 197-39, Redding, CA

Wayne D. Heple

Camellia 1787-39, Sacramento, CA

David J. Rachmiel

Toastaxers 2142-20, Cincinnati, OH

Ed Bick

Marquette 509-41, Sioux Falls, SD

Louis K. Sargent

Dawn Patrol 2234-41, Luverne, MN

Genevieve M. Fish

Brookings 3797-41, Brookings, SD

Benjamin Waldron

Saskatoon 450-42, Saskatoon, Sask., Can

John F. Thurmier

Wascana 577-42, Regina, Sask., Can

James R. Wamsley

Natural Gassers 1875-44, Amarillo, TX

James H. Weber

Portsmouth 1094-45, Portsmouth, NH

E. Jean De Vigne

Speak-Easies 1770-45, Montpelier, VT
North Winds 1955-45, Barre, VT

George Hawley

Cosmopolitans 2655-46, Whippany, NJ

Sylvia Grove

Friendly 3001-47, Oakland Park, FL

Oscar M. Ohman

Jose Gaspar 3668-47, Tampa, FL

Kenneth E. Oliver

North Miami Beach 3840-47, Miami, FL

Monroe Reese

North Miami Beach 3840-47, Miami, FL

R. Eugene Rocque

Satellite Beach 3921-47, Satellite Beach, FL

Gerald R. Dittmore

Huntsville 3235-48, Huntsville, AL

Edward L. Manderfield

North Hollywood 147-52, No. Hollywood, CA

Richard E. Phipps

Lockheed 1653-52, Burbank, CA

Michael J. O'Grady Jr.

USAA 181-56, San Antonio, TX

Antonino A. Deleza

Sharpstown 2243-56, Houston, TX

R.G. Jones

Sharpstown 2243-56, Houston, TX

Seamon J. Womack

Northwest Houston 3373-56, Houston, TX

Glenn Vorwerk

Balcones 3407-56, Austin, TX

George E. Kishi

Texas Talkers 3731-56, Houston, TX

Luther R. Gower

7 A.M. 3391-58, Columbia, SC

J. Paul Fish

Towns of York 1609-60, Aurora-Newmarket
Ont., Can

Jim Rollingson

Scarborough 3090-60, Scarborough, Ont., Can

Harry Kingstone

Limestone City 3045-61, Kingston, Ont., Can

Jean-Pierre Granju

Fountain City 1266-63, Knoxville, TN

Graham S. Kash

Cookeville 2744-63, Cookeville, IN

David E. Alden

Rochester 476-65, Rochester, NY

er W. Kaul

rk Park 1491-65, Rochester, NY

ard J. Murphy Jr.

rk Park 1491-65, Rochester, NY

ph P. Campbell

water 1469-66, Norfolk, VA

es D. Roberts

mac 3125-66, Portsmouth, VA

y L. Evans

P 3633-66, Radford, VA

alph Murray

P 3633-66, Radford, VA

ene A. Periman

P 3633-66, Radford, VA

C. Perry

erson 1998-68, Metairie, LA

ncis E. Taylor

es 669-69, Brisbane, Qld., Aust

aur G. Monteith

ramatta 2274-70, Parramatta, N.S.W., Aust

th Keen

elagh 2620-71, RAF Upper Heyford,

on, Engiand

Blair Robertson

ital 409-72, Wellington, NZ

rek G. Tomkins

per 1542-72, Napier, NZ

rian L. Spruyt

rum 1072-U, Pretoria, TVL. So. Africa

3754-47 Eastern Airlines

Miami, FL — Tues., 6:00 p.m., Eastern Airlines
Cafeteria, N.W. 36th St. and East Ave.
(221-1101). Sponsored by Tip & Ring 206-47.

2754-64 Metropolitan

Winnipeg, Man., Can — Thurs., 12:00 noon,
Plaza Motor Inn, 160 Osborne St., (256-6389).

3290-72 Karamu

Hastings, NZ — Mon., 7:30 p.m., Wesley
Lounge, Hastings St., (Hastings 89-039).
Sponsored by Hastings 3473-72.

1324-U City

Johannesburg, South Africa — Wed., 5:00 p.m.,
New Club, 12 Loveday St., (011-833-4211).
Sponsored by CIS-Johannesburg 1150-U.

3088-U Club de Oratoria Toastmasters

Lima, Peru — Sat., 1:30 p.m., Gran Hotel
Bolivar — "Salon Dorado," Plaza San Martin.
Sponsored by Lima 3098-U.

3345-U BCI Davao

Davao City, Philippines — Sat., 2:00 p.m.,
Davao Cement Plant, Board Room, Ilang,
Bacnotan Consolidated Industries, Inc., (7-77-77
PIDT or 57-58 DCTS). Sponsored by Toast-
masters Club of Davao 3854-U.

Anniversaries

40 Years

Downtown 110-F, Pomona, CA
Prescott 104-3, Prescott, AZ

30 Years

Cascade 566-7, Eugene, OR
Tower 578-11, South Bend, IN
Magic City 585-20, Minot, ND
Denver 254-26, Denver, CO
Colorado Springs 555-26, Colorado
Springs, CO
Northeastern 573-28, Detroit, MI
Stevens Point 570-35, Stevens Point, WI
Wascana 577-42, Regina, Sask., Can
Syracuse 580-65, Syracuse, NY

25 Years

Blue Monday 1242-4, San Francisco, CA
Cable Car 1243-4, San Francisco, CA
Fightin' 49'ers 1244-4, San Francisco, CA
Mallory 1170-11, Indianapolis, IN
Russell 1258-22, Russell, KS
Hobbs 537-23, Hobbs, NM
Earlybird 1268-26, Durango, CO
Wausau 782-35, Wausau, WI
Rockwell 214-40, Columbus, OH
Northern Lights 489-42, Edmonton, Alta.,
Can
Hi-Noon 1021-62, Port Huron, MI
Rome 1271-65, Rome, NY
Goldenheart 1240-U, Fairbanks, AK

20 Years

Hollywood & Vine 328-1, Hollywood, CA
Essayons 2553-2, Seattle, WA

New Ulm 2641-6, New Ulm, MN

Estherville 2708-19, Estherville, IA

Engineers 2654-22, Kansas City, MO

Front Range 2668-26, Thornton, CO

Downtown 2455-68, Baton Rouge, LA

15 Years

Paul Revere 602-F, Orange, CA

Madison County Farmers 2936-24, Battle
Creek, NE

Blue Cross-Blue Shield 1232-31, Boston,
MA

Greater Williamsport 2960-38, Williams-
port, PA

Los Angeles Civic Center 3567-52, Los
Angeles, CA

Sharpstown 2243-56, Houston, TX

Hellfire 3599-71, Dublin, Ireland

10 Years

Sunrisers 2140-6, Crystal, MN

Northwinds 3564-26, Denver, CO

The Gabby AAA's 1701-28, Detroit, MI

Argonne 128-30, Argonne, IL

Puyallup Valley 1057-32, Puyallup, WA

Rockcliffe Raconteurs 808-61, Ottawa,
Ont., Can

Le Club Toastmasters Lemoyne 1261-61,

Montreal, Rive-Sud, Que., Can

Xerox 1044-65, Webster, NY

Fluor Nederland 3833-U, Haarlem, The
Netherlands

New Clubs

003-3 Meta-Liters

Phoenix, AZ — Thurs., 5:45 p.m., First Church
Religious Science, 6530 N. 7th St.,
(5-6998). Sponsored by Valley 3354-3.

79-7 Blue Cross Communicators

Portland, OR — Tues., 11:45 a.m., Board
Room — Blue Cross Bldg., 100 S.W. Market
(61-2752).

762-7 Mouth of the Columbia

Victoria, OR — Mon., 7:15 p.m., Port of
Victoria, Pier I (325-7116).

855-30 Speakeazys

Northbrook, IL — Tues., 5:00 p.m., Allstate
Insurance Co., Allstate Plaza, Bldg. B-2
(91-5408). Sponsored by Des Plaines 1645-30.

113-31 Xerox

Lexington, MA — Tues., 5:30 p.m., Xerox
Corporation, 191 Spring St., (484-7764 or
861-1670).

1045-41 Wood Masters

Luverne, MN — Thurs., 12:00 noon, A.R.
Wood Conference Room, 220 E. Maple
(283-4411). Sponsored by Dawn Patrol
2234-41.

2149-44 The Sounding Board

Reese Air Force Base, TX — Thurs., 11:30
a.m., Reese AFB Officer Open Mess (885-3171
or 885-3714). Sponsored by Lubbock 884-44.

1640-45 Sanford-Springvale

Sanford, MN — Tues., 6:00 p.m., Gene's
Bakery Restaurant (324-4942).

MOVING?

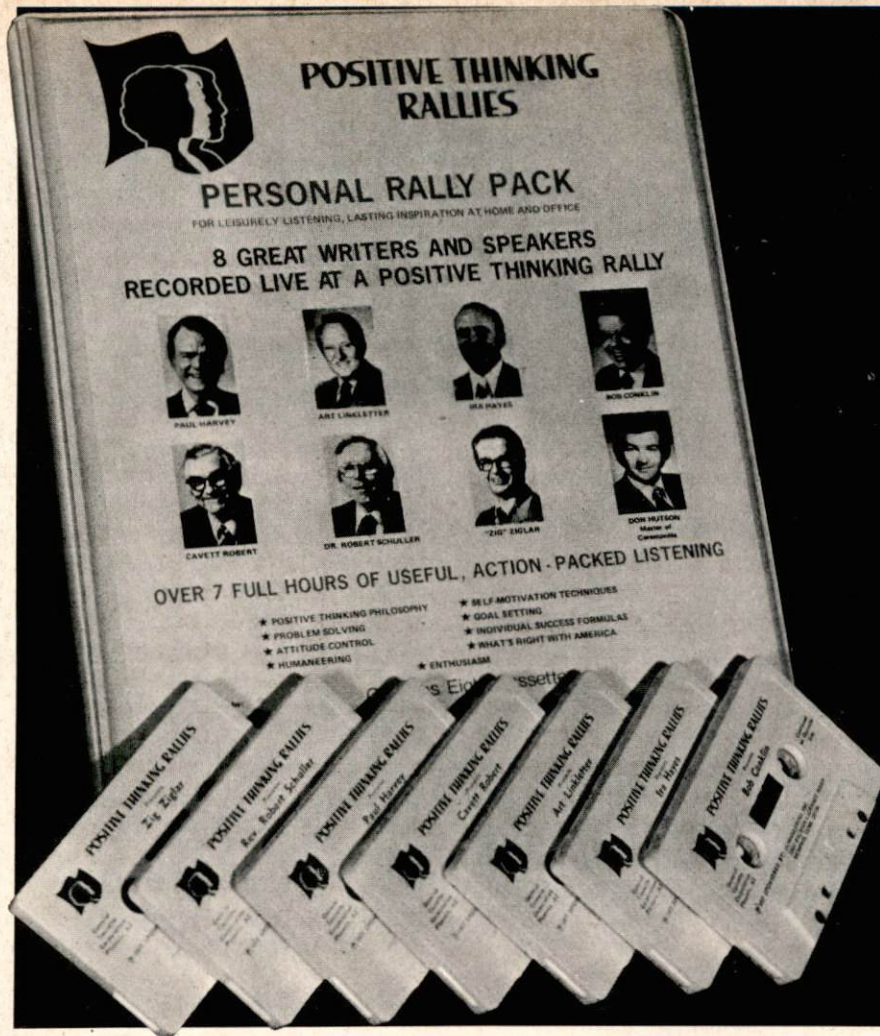
If so, we'll need your change of address.
Please give us your old address as well as
your new by attaching an address label from
a recent issue of THE TOASTMASTER in the
space shown.

ATTACH YOUR ADDRESS LABEL OR
PRINT YOUR OLD ADDRESS HERE:

(INCLUDE CLUB AND DISTRICT NUMBER)

Name (print) _____
Club No. _____ District No. _____
New Address _____ Zip _____
City _____
State/Province _____
If you are a club, area, division or district officer, indicate
complete title: _____

Mail this to:
Toastmasters International
2200 N. Grand Ave., P.O. Box 10400
Santa Ana, CA 92711



**OVER
8
FULL
HOURS**

of useful,
action-packed
listening.

Rally Pack Includes
Eight Cassettes

NOW! HOLD YOUR OWN POSITIVE THINKING RALLY ANY TIME YOU LIKE IN THE QUIET AND PRIVACY OF YOUR HOME OR OFFICE

POSITIVE THINKING RALLIES Personal Rally Pack includes live speeches before packed-house audiences. Eight great motivational/inspirational speakers tell listeners how to make decisions that can change their lives for the better - immediately! Each cassette tape captures the wit and wisdom of the speaker as well as the enthusiastic audience reaction. Each time you listen you are there, at the rally, living the experience over and over until the words and ideas begin to take hold in your daily life.

Combine POSITIVE THINKING PRINCIPLES with FREE ENTERPRISE EFFORT and watch good things happen to you, your family, your business associates. The speeches

at POSITIVE THINKING RALLIES by these great men have helped many. Now they are yours to analyze and use any time you like, in the privacy of your own home or office.

The eight cassettes in this Rally Pack include: Paul Harvey, Art Linkletter, Earl Nightingale, Bob Conklin, Cavett Robert, Ira Hayes, Dr. Robert Schuller, Don Hutson and Zig Ziglar. Use their ideas and suggestions to change your life for the better. Become better organized, more productive, happier and more successful. Order your POSITIVE THINKING RALLIES PERSONAL RALLY PACK TODAY!



Produced by:

HUMANEERING, INC. 5802 Raleigh LaGrange Road Memphis, Tennessee 38134

**COMPLETE PERSONAL RALLY PACK
CONTAINING 8 CASSETTES RECORDED LIVE
AT A POSITIVE THINKING RALLY ONLY \$45.00!**

Call Toll-Free to place your order 1-800-238-5879