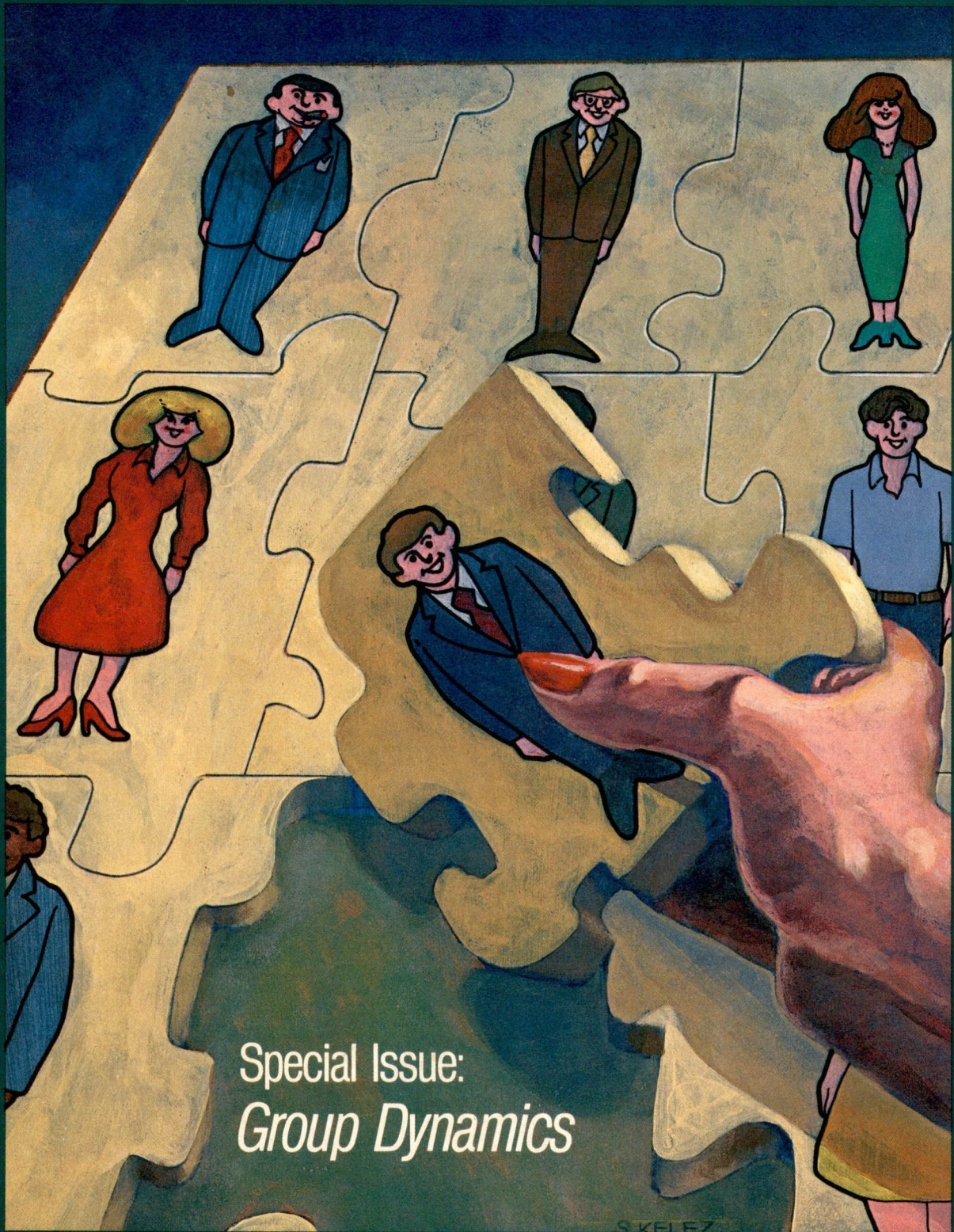


# The Toastmaster

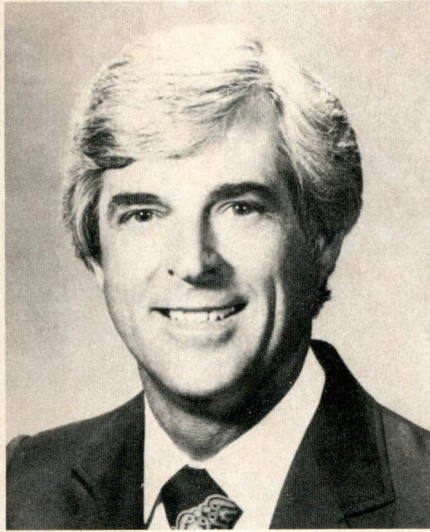
JULY 1982



Special Issue:  
*Group Dynamics*

SKELEZ





## Learning To Work Together

Over the years I've belonged to many professional, civic and social organizations, all dedicated to some specific purpose or goal. Unfortunately, many of them never accomplished their purpose. Why? Because the members couldn't work together. They became torn apart by personality conflicts. Autocratic decision making made members feel unimportant and frustrated. Their views and ideas were seldom solicited.

But I've discovered this isn't true with Toastmasters clubs, and I believe I can identify two reasons why. First of all, members of Toastmasters clubs are bound together by their desire to achieve better communication and leadership skills. They know that in order to achieve these goals they must work together and offer one another encouragement and support. Members realize they are interdependent; they are aware that they can better achieve *with* others than without them.

Because of this interdependence, members experience a sense of belonging. In my club, when a member fails to attend a meeting, his or her presence is sorely

missed. This is because his or her input is essential for the entire group to succeed, and every member knows this. I believe these feelings of belonging and importance are vital to the individual member, especially in today's society, where we often become lost in the crowd. Everyone has a basic human need to belong — to fit in among others and to play an important role. Toastmasters clubs recognize and fulfill this need.

Secondly, unlike many clubs, leadership in a Toastmasters club is always democratic. Everyone has the opportunity to be a leader, everyone's ideas and opinions are welcome, and everyone is *expected* to contribute. This is as it should be; when the opposite happens, disharmony occurs. I've seen this take place in many of the organizations to which I've belonged. The result is always the same — members drop out, goals are never achieved.

My observations about why Toastmasters clubs are so successful have helped me outside Toastmasters, especially in my professional life. I now make a conscious effort to apply the principles of democratic leadership and interdependence in my daily interactions with my partners in my prosthetics practice. I ask for and listen to their ideas and opinions, and I offer my own and invite evaluation of them. So far my efforts have been rewarded. Personal conflicts and misunderstandings that once distracted us have diminished; all of our energies are now channeled into helping our prosthetics practice grow and become even more successful.

Toastmasters offers everyone this opportunity to learn to work together towards a common goal in a positive, constructive manner. I urge all of you to take advantage of this chance to learn, and I challenge you to apply the new knowledge you will acquire to your life outside Toastmasters. Remember, your ability to succeed in your career and your personal life — to achieve your goals — depends on your ability to work effectively with others.

William D. Hamilton  
International President

*William D. Hamilton*

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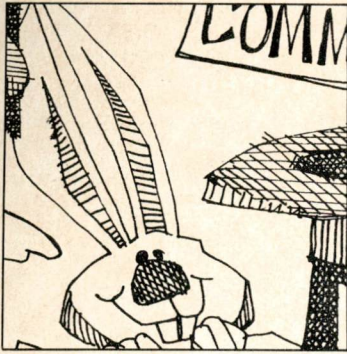
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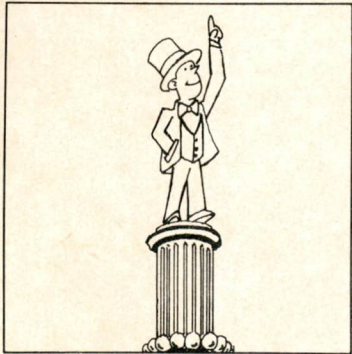
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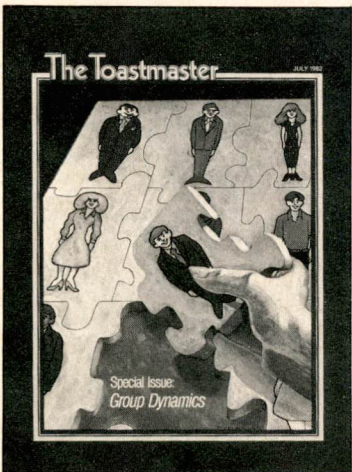
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Do you feel that your committee never seems to accomplish anything? Do your company's employees suffer from low morale, but you don't know why? Working in groups is necessary to accomplish certain tasks, whether it be to plan a retirement party, develop a new product or govern a nation. But working in group situations can be difficult — personality conflicts and other problems can impede progress. This special issue of **The Toastmaster** will help you learn to work effectively in groups. You'll discover the secrets of motivating group members, how to run efficient meetings and the importance of good communication. You'll also learn how to encourage individual creativity and why such individuality is important in a healthy organization. After reading this issue, you'll be able to apply the techniques discussed to the groups to which you belong. You'll also find that working in groups can be fun and productive!

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## Including the Texts of Speeches

Thomas Montalbo's analysis of Douglas MacArthur's speech to Congress (April issue) was interesting. Only one thing was lacking — the speech itself.

It would have been better to read the speech, form my own opinion, and compare it to Montalbo's analysis.

I strongly suggest speeches be printed in whole before they are dissected.

*Michael Ditkoff, ATM  
Greenbelt, Maryland*

*Editor's Note: We certainly would like to print the entire texts of noteworthy speeches, as Mr. Ditkoff suggests, but their length usually prohibits this.*

## The Quest for a Consensus

Mr. Welty's article, "Beyond the Rules of Order," (April issue) implies that to follow parliamentary rules in a meeting renders nearly impossible the reaching of a consensus.

I believe he has overlooked a motion that is designed to encourage the search for a consensus. The motion is: "I move that we discuss the matter of . . . informally." The body may then proceed to act like a discussion group, using reflective thinking rather than the intentional thinking used in debate. Once a consensus is reached, a motion may then be devised.

This motion to discuss a matter, called "Committee of the Whole," was invented by the British Parliament as a device to keep the king and his messengers from interfering with the business of Parliament. The king and his men were allowed to appear only when Parliament was in regular session,

not during committee meetings.

By custom, the presiding officer appoints someone else to take his place while a matter is being discussed informally.

*Dr. William S. Tacey  
Pittsburgh, Pennsylvania*

## Your Surroundings Do Influence Your Work

The April issue's cover is the greatest yet and the story "Humanize Your Workspace" is even better.

Shortly after my transfer to southern California, it became necessary to rent office space. When the office we selected didn't work out, we began conducting business out of our home. It worked out quite well. In fact, we found it so cozy and handy that we called an interior decorator and now have a real office in the house, with furnishings commensurate to the finest professional offices to be found anywhere. And, as the article said, "The right atmosphere helps us to perform at our best." Our books prove it!

*Gene Selig, DTM  
Irvine, California*

## Religious References In Invocatory Prayers

On behalf of myself and at least one other member of Fairfax Toastmasters, I wish to take exception to denominational invocations.

At a recent area contest, the invocatory prayer ended "in the name of our Lord, Jesus Christ." I feel strongly that, considering our constitutional separation of religion and education, a more universal "God's guidance" should be used in Toastmasters invocations.

Both the contest judging forms and

the communications manual warn speechmakers to consider the audience when preparing speeches. This standard should certainly be applied to the invocation which begins a club meeting, contest, etc. The fact should be respected that not every Toastmaster or honored guest present wishes to attend under exclusively Christian guidance.

*Hannelore Aronstein  
Falls Church, Virginia*

## The Authenticity of Quotations

I truly appreciate Mr. Aiello's article, "Using the Power of Quotation," in the May issue. I concur with his opinion regarding the authenticity of many quotations, both as to authorship and time. For example, Marie Antoinette's outburst, "Let them eat cake!" is also attributed to a sultan of Turkey — a much earlier one, who, of course, used the word "paklavah" instead of "cake"!

But, after all, was it not Cicero who once said: "Nihil tam absurde dici potest quod non dicatur ab aliquo philosophorum"? (Nothing so absurd can be said that has not already been said by another philosopher.) I shall not be at all surprised to hear one day that this quote, too, was not original, but was said in much earlier times by "another philosopher."

*Vahe O. Tertzakian  
San Rafael, California*

## Constructive Criticism

The word "criticism" does have negative connotations. I prefer the term "constructive comments."

*Clyde Eisenbeis  
Oakdale, Minnesota*



# HOW GROUP MOTIVATORS MOTIVATE

by Freda Grones

Three motivation experts reveal how they get others to act.

**W**hat makes a group leader or motivator effective? "Sensitivity to the group," said Linda Beck, president of Abacus Personnel and general partner of Tall Tree Enterprises, Santa Ana, California.

Beck, who has motivated groups ranging from elementary school children to real estate sales forces to investment and personnel consultants, explained, "Just as each individual has a chemistry, so does a group. It's formed when the individuals come together."

The chemistry can be likened to a pervading attitude and although it varies with each group, it usually falls into one of four categories:

- **Altruistic.** Most individuals within the group want to know what they can do to benefit others.

---

**"You should know who the people are and what they're after."**

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- **Self-striving.** Most realize things aren't going well and want to do something about it.

- **Reactionary.** Most are defensive and full of doomsday reports and stories.

- **Progressive/Assertive.** Most are interested in developing new avenues of business.

Bill Campbell is sales manager for New West Solar Enterprises in Orange County, California. One of Campbell's major responsibilities is training and motivating his sales representatives. Campbell said, "Whether it's a group of three or 3000, the motivator must, first of all, understand what motivates him or her personally and what motivates people in general."

According to Campbell, people are motivated by three things: reward (anything verbal and/or tangible, which says "you're

doing a great job, keep it up"), incentive (that carrot or reward you can get if you achieve some goal), and punishment (that may be as mild as a reminder or as forceful as dismissal from the company).

He uses a combination of the three with his employees, but emphasizes the first two and rarely resorts to the third. "You must use positives to generate something positive," Campbell explained. "What you really want to do is get people to be self-motivated. And that's very positive and the hardest because it must become a built-in, burning desire — one that is not so dependent on continual outside reinforcement."

Campbell sees a distinct difference between exciting and motivating. "Anyone can get a group excited," he said. "The excitement can be created almost immediately and it will make people feel good all over, but it is short-lived. It's a pep talk. Motivating gets people excited, too. But it gives them direction, something to internalize, something to take away with them and follow through with. It's long term — it has staying power."

## The Leader's Role

Dr. Sioux Harlan, who conducts motivational seminars for organizations and companies throughout Southern California, said the motivator himself or herself is the key to effectiveness for the group.

Harlan said, "Some group leaders are simply information filters. They let others do the work — the research and the gathering of the information — and they simply pass it on."

According to Harlan, effective motivators must be willing to share who they are with the group. "Moreover," she said, "they must walk like they talk. Their lives must reflect their message. They must show — not simply tell.

"Motivators are leaders," she added, "and I believe that followers shadow their leaders. Motivators who have a 'Good God, it's morning' attitude will not inspire



a 'Good morning, God' attitude in their followers."

While the professional motivators interviewed here may not totally agree on what makes them personally effective, they do agree on the importance of research.

Beck said, "Time is essential because the more advance notice I have the more research I can do." She begins with the basics: How large will the group be — eight to 10, 200 or 2000? How long will I be speaking? Are there other presenters? What will they be speaking about? What is the goal or overall purpose of the meeting — boost company morale, reach new sales quotas, individual self-development?

To learn the group's goals, Beck thinks it's not enough to just talk with the program coordinator. She likes using a goal-setting questionnaire that can be completed anonymously by prospective attendees well in advance of the meeting itself. "Frequently," she said, "there's a significant difference between what the program coordinator thinks the group wants from a meeting and what the individuals themselves say. You should know who the people are and what they're after."

Consequently, Beck's questionnaire usually includes questions such as: About how long have you been with your company? In that time, what significant

changes have you seen? What do you like best about your company? Like least? What changes would you like to see made? What would you like to get from the program or seminar?

In addition to the individuals and their goals, Harlan believes in researching the organization or company itself. "Learn about the product or service it offers," she said, "but above all, try to learn the personality structure of the company."

"For that, you must talk with the leaders — the promoters, analyzers and controllers within the organization. Their philosophies and goals generally influence and determine the goals and philosophy of the company as a whole."

"Work on the premise, 'The more I know, the more I can do for them.' It's the motivator's job to try to learn if there is a leader or leaders within the company whose leadership qualities work against the best interests of the company. Situations like that are not uncommon, but extremely touchy, for then you must skillfully try to bring things back to the positive. For instance, research might lead you to decide that what the company needs first is workshops for management, rather than for its employees in general. Then

**"I look at the champions, like Zig Ziglar. I want to know what he does so I can improve ..."**

you must decide if, to whom, how, and when you suggest such a procedure and if the risk factor for you personally kicks in."

#### Pre-meeting Assignments

Harlan also believes in early involvement by the attendees. While posters and bulletins announcing the program are helpful, she likes giving actual assignments — usually in the form of readings and simple questionnaires — that plant the idea of individual responsibility for one's life well in advance of the meeting itself.

"I like to give them some meat to chew on before they come to the meeting," she said. "I want them to already be thinking that they are responsible for the reality they create. Then together we can take a look at that reality and what, if anything, should be changed. Maybe they have a 'poor me' or 'yes, but' attitude. On the other hand, they may be doing everything right and still not feel positive about themselves. In that case, something is probably wrong with their 'stroke account.' Either they can't see the positive influence of their actions so they're not reinforcing themselves, or they're not getting positive feedback from the significant others — family and friends — in their lives. Getting

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people to read and complete questionnaires is an easy, effective way for motivators to zero in on problems common to the group."

Harlan likes assigning such books as *How To Take Charge of Your Life*, by Mildred Newman and Bernard Berkowitz, and *Management of Self-Esteem*, by Peter Bradshaw.

There are other factors to research as well. "Never take anything for granted," Beck said. "Operate by Murphy's Law — whatever can go wrong, will. Check the actual location for your meeting, including parking, bathroom and eating facilities. Be particularly suspicious of restaurants. By that I mean check out the room and its acoustics. How close is the room to the kitchen, dining areas, other conference rooms? Is there clatter? Frequently, a thin divider is not an effective noise cushion between two simultaneous meetings in adjoining rooms. Insist on rooms with carpeted floors, acoustically tiled ceilings, and good sound systems. Check the microphones and your audio and visual equipment. Make sure you have the right extension cords and that they're placed where people won't trip on them. Choose rooms that are cheerful but soft in color and tone, and choose chairs that are comfortable but not overstuffed. Avoid rooms with picture windows looking out on swimming pools and tennis courts. Check the air conditioning or heating and specify the temperature you want. Generally, cool is better than warm."

#### Watch the Pros

Campbell said it takes study and practice to become an effective motivator. He not only practices but studies other pros. "I'm in the sales profession," he said, "so I watch the percentages like a hawk. I look at the champions like Zig Ziglar, who can get nine out of 10 people to buy. If 50 percent of my contacts result in sales, I feel good. But I want to know what Ziglar does so I can improve my own percentages. I go to hear as many motivators as I can, and I usually learn something."

As for preparing a specific presentation, Campbell said once you know your group, goals and allotted time, it's a matter of formulating your agenda and sticking with it. Follow the basic rule of speech or thesis writing: Tell them what you will be telling them (introduction), tell it (body), tell them what you've told them (summary or closing).

"Diversity is a key," Harlan said. "You don't want to bore your audience. The longer the presentation, the more diversity you will need. Use visual and audio aids, small group discussions and handouts for on-the-spot completion and sharing. Use yourself as a visual aid by moving around and being animated. You don't want to be a jack-in-the-box, but you do want your enthusiasm, in voice and movement, to stimulate the group's. Get the individuals involved by soliciting questions and comments."

Beck said that if your group seems

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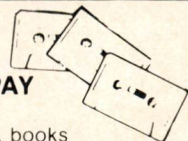
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particularly difficult to motivate look for the natural leaders within the audience. "They're usually the people who don't shy away from eye contact with the speaker, who smile or nod their heads in agreement, who are leaning slightly toward the speakers while they sit and listen, and who frequently wear bright colors. Find those people and make them the leaders of your smaller groups or call on them for comments. They may hesitate but they won't disappoint you. They will help you get the others involved."

Avoid sexism, Campbell added. Check your notes, what you plan to say, your handouts and your visual or audio aids. Be sure they're not addressing only one sex (replace "salesman" or "businessman" with "salesperson" or "businessperson") or are patronizing in any way.

Provide a 15-minute break for every hour of listening and a 1 1/2- to 2-hour meal break for all-day sessions. If you go late into the afternoon or evening, break more often with opportunities to stand up and stretch. While generally refreshments include coffee and tea, more and more group motivators these days are encouraging the provision of natural foods and juices and the avoidance of sugar, which many feel makes people sleepy. As for smoking, most agree it should be allowed only during breaks and in rooms

other than the meeting room itself.

"The more giveaways, the better," said Beck. "I like giveaways people can use at the meeting, like notebooks and pens, and things people can take home, like posters the kids will want for their rooms, key chains or visor mirrors."

As for bigger incentives, such as trips or money, Beck said, "An incentive like a trip is not a good motivator unless it's reachable. For instance, a trip to Hawaii that only one in 200 can win will not get the 200 scurrying. But a trip to Las Vegas that one in six can win probably will."

Harlan said, "You have to take a look at what people want. A nationwide survey that asked people what motivates them lists trips and cars thirteenth. Money fared only slightly better. Most people said they are best motivated by their own feelings of accomplishment and by the feedback they get from those around them."

Campbell agreed. He said, "Incentives can be a great kickoff to a sales campaign. An incentive will excite a group. But don't rely on it to motivate. Individuals in a group are motivated by the leader and what they see about themselves reflected in that leader."

*Freda Grones is a free-lance writer/editor and president of the career-consulting division of The Write People in Santa Ana, California.*



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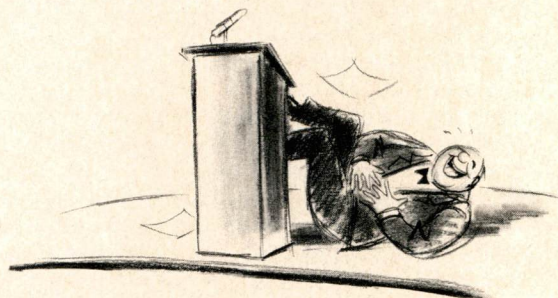
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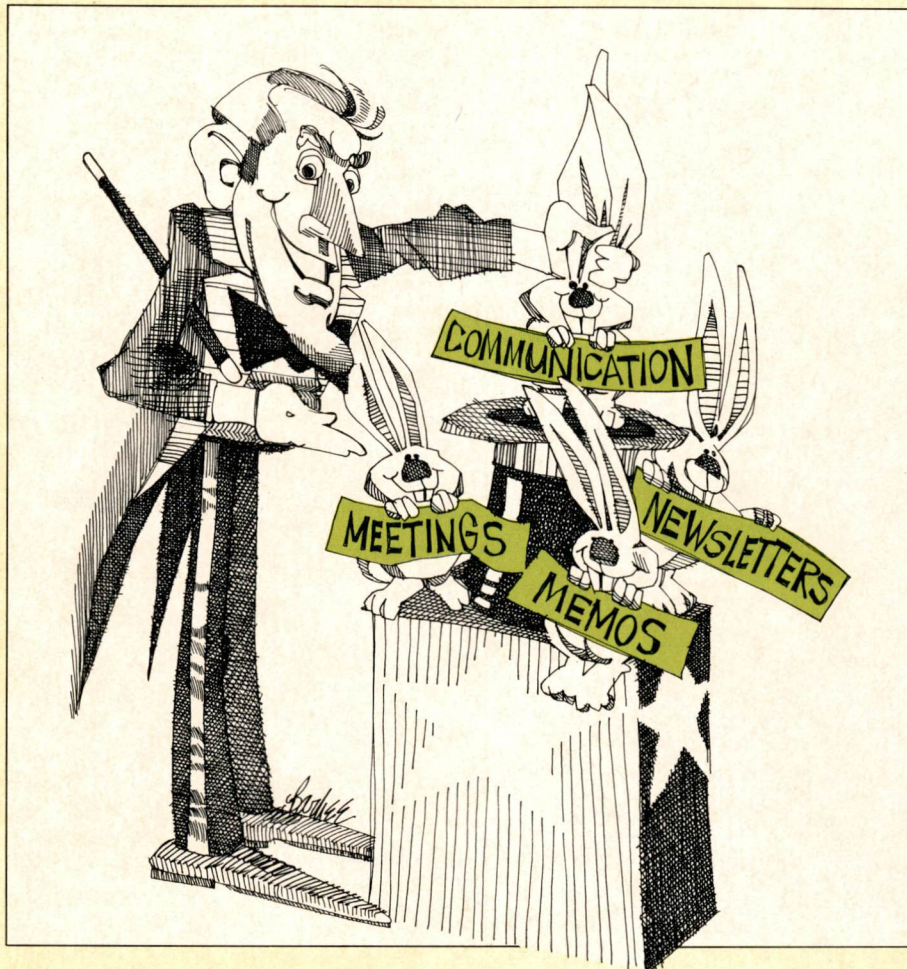
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# Getting Your Message Across: Effective Group Communications

by Mike Klodnicki



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Communication among large numbers of people requires organization, cooperation and unity.

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**C**ommunication. It's an old word which comes from a Latin base meaning to be united with another as one.

It sounds like a marriage, and it is one of sorts. I open up my thoughts, feelings and words about a particular subject to you, and you do the same to me. We may agree, differ or disagree, but we have exposed ourselves and we are united as one in the sense that we both have thoughts, feeling and words on a particular subject. We are communicating one to one.

Sure, you agree, it's easy enough. You can grab your buddy and bend his ear with the latest baseball score, or you can tell him about a problem you're having at the office. You can even warn him about a sure drop in the stock market. It's obvious. Communicating can be easy, fun, relaxing and even necessary. But what happens when there's more than just two of you? How can you become one with ten others, fifty others, a hundred others, or more?

Effective group communications is the key to the success of any organization. If group members are not united by the

exchange of information, ideas and feelings, then they are a group in name only. To be able to communicate with others, an amount of organization, cooperation and common unity is needed. That's what communication — and group communication — is all about.

The initial communication of a group is its purpose, its reason for existence. You join Toastmasters to become a better speaker. You join the Rotary Club because you want to be a good citizen and work for the betterment of your community. You are a member of a political action



A lady was visiting a zoo and was being shown around by a guide. They came to a cage occupied by a kangaroo.

"Here, lady," he said, "we have a native of Australia."

"Good gracious," she said, "and to think my aunt married one of them."

A kid in our neighborhood has been making good money mowing lawns on Saturdays. When he first went into business, he followed the old idea of "the early bird gets the worm" and began calling on people at 8 a.m. For the first few Saturdays, he didn't get any business at all and by 10 a.m. he would give up and go home. Then he made a discovery that brought him all the business he could handle. "I quit going out so early," he said. "Now, I don't start out until after lunch. By doing that, I find a lot of men who are halfway through mowing their own lawns and they hire me to finish up for them."

The nationally known author was delivering the graduation speech at the university. It was well written and was being delivered in a most inspiring manner. The theme was one of optimism and hope for the future.

Two foreign students were in the audience. One of them said to the other, who understood English better, "What is he saying?"

"School is out," said the other.

The personnel director of a bank was interviewing applicants for the job of cashier. After talking to a fine-looking fellow, he decided to check his references. He called a man who had been listed as a former employer.

"We are thinking of hiring your former employee as a cashier," the personnel director said. "I wonder if you could tell me whether or not he is perfectly honest."

"Honest," said the voice on the phone. "I should say he is. He has been arrested nine times for embezzlement and he was acquitted each time."

A man thought he was going to die with a toothache. He asked his friend, "What can I do to relieve the pain?"

"I'll tell you what I do," his friend said. "When I have a toothache or a pain, I go over to my wife and she puts her arms around me, caresses me and soothes me until I finally forget all about the pain."

His friend brightened up and said, "Gee, that's wonderful. Is she home now?"

The teenager's grandfather was telling her about the way things used to be. "The girls of today are different," he said.

"How different?" she asked.

"Well," said her grandfather, "you never see a girl of today blush. It was different when I was a young fellow. They blushed in those days."

"Why, grandfather," she said. "What in the world did you say to them?"

A couple who had lived and raised a family near a seaside resort had been putting up with visiting relatives, passing acquaintances and their children's friends. At last they retired and bought a small home on a beautiful lake in a secluded little village.

When they were moving in, the woman said to her husband, "This is a lovely place — so beautiful and peaceful. What will we name it?"

"Name it?" her husband asked. "What do you mean?"

"Oh," his wife said, "people name their homes, like 'Lakeside Haven' or 'Oaken Paradise' or 'Whispering Breezes.'"

"I think that's a good idea," her husband said, "and I have the perfect name for this place — NO VACANCY."

A golfer said to his friend, "My wife told me a month ago that if I didn't give up golf, she was going to pack up and leave me."

"My, that's terrible," his friend said.

"Yes, it is," the first man said. "It sure is lonesome around the house at night."

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

committee because you want to strive for better government. You become a member of an employees' organization because you want to be kept aware of issues affecting you and your employer.

That first step seems simplistic. It gets more difficult as the group gets into details and specifics. How is everyone made aware of when the next meeting will be? How will everyone decide where the proceeds from the next charity event will go?

## Group Discussions

Groups have the need to communicate in two basic ways: among themselves and with others outside the group. Both can be equally important, but a group cannot effectively communicate with others until it has effective communication within itself.

The inner communication can come in several ways: meetings, newsletters, memoranda, bulletin boards and a phone network. These methods are effective in getting everyone to open up on the same subject. Remember, the individual group members may agree, differ or disagree on a subject, but you won't know that unless there's communication. And the group cannot effectively communicate its feeling without first knowing what it is.

• **Meetings.** Generally, this is where it all happens. The group's members come together as one and exchange thoughts, feelings and words about the subjects concerning the group. Decisions can be made, new topics can be brought up, and information can be distributed.

A consensus can be discovered at meetings. If all the Rotarians believe helping crippled children is the best cause they've ever adopted, you can expect a lot of support for the art auction to aid that cause. If half of the people on your political action committee don't agree with a certain candidate's proposal to impose a \$100 tax on those serving on political action committees, don't expect much group support for that candidate.

All that sounds purposeful and idealistic. Now for some realism. Meetings are not without problems. Members simply don't attend them; some people just don't speak out; often, issues are pre-decided. These are difficulties, but they can be minimized.

Make the time, date and place of your meeting standard — the second Thursday of every month at 7 p.m. in the banquet room of the local hotel. This will insure that all members automatically know the meeting schedule.

Don't meet too often. If monthly or semi-monthly meetings are sufficient, then don't meet weekly. If weekly meetings are necessary, then so be it. Meeting too often, and without real reason, lessens the importance of the meetings. Members may sense that and they may adopt the attitude that since the meeting isn't really



all that important, neither is their attendance.

Speaking out at meetings plays an important role in the group's communication. Without an exchange, there's no communication. Allow time for a "speak out" session at every meeting. This should be a forum for any group member to bring anything he wants before the attention of the group for discussion and possible action. It can also include any comments or opinions on the group's decisions and activities. All members should be made to feel welcome to participate in this portion of the meeting.

Issues and matters should not be decided upon before the meeting. Naturally, for time and organizational purposes, committees should be allowed to handle details and make recommendations, but the major decisions should be made by the whole group.

Still, no matter what precautions and efforts you make, every single member will not be able to attend every single meeting. Enter the group's secretary. Distribute copies of the highlights — not the actual minutes — from the meeting to those who couldn't attend. Be careful to make the highlights just an informational

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## Without an exchange, there is no communication.

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aid and not a substitute for attending the meeting.

### Written Messages

- **Newsletters.** These are very useful to groups. Issued on a regular basis, they should serve as a reminder, highlighting the group's current activities. They can keep members well informed, and they can also be used to show nonmembers what the group is doing.

The basic purpose of any newsletter is to provide information. The means can be simple: a typewritten sheet reproduced enough times so each member gets a copy. Any new announcements or memoranda can be incorporated into the newsletter.

- **Bulletin boards.** Any of the group communications — meeting dates, highlights, newsletters, announcements — should be posted on bulletin boards where members can read them. Also, if the group wants to reach others besides its members, they should be posted where that audience has access to them.

- **Phone network.** This can be used when information has to be communicated almost immediately. The club president can call and inform the other officers. Each officer then calls four members, and each one of those in turn calls four members. The process goes on until every group member has been contacted.

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All those items are important to communication within a group. Without effective communication, the group can fall into the cliché of the right hand not knowing what the left hand is doing. Not only can it be detrimental to the group, but it can also extend to the point of the group defeating its own purpose.

### Informing Outsiders

Once a group is united and has a quest or a message, the next step becomes getting the message to others. What good is the Rotary's art auction if they don't tell anyone about it and no one shows up?

The political action committee won't get any public support for its candidates and causes if they don't tell anyone who and what they are. The employees' organization won't get its questions answered unless it asks them.

There are several ways of communicating your group's message to others. These include telling them directly, advertising and using news releases. All of these don't apply to every situation, but in most cases one or more of them will come in handy.

- **Word of mouth.** Rotarians should tell all their friends, neighbors and co-workers about the art auction. Offer to sell them a ticket. Encourage them to attend. Explain the worthwhile cause and how it fits into the Rotary's total goal and commitment.

It's effective to tell people directly. You can answer any questions they may have. Two-way communication, for information purposes, is always better than a one-way communication. Nonetheless, it is also time consuming and it may be inadequate for you to reach the total audience number you desire.

- **Advertising.** This allows groups to get their message out to larger audiences, and it's also quicker than direct conversation. But in doing so, it has its advantages and disadvantages.

The biggest disadvantage is cost: advertising is expensive. Groups must decide whether spending money advertising is the way to go.

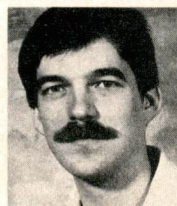
The advantages are that the repetition of a radio commercial promoting the art auction will make an impression on the listener. He still may not attend it, but at least he'll be aware of it. Another advantage is that the group's message will be limited to the 30 or 60 seconds of commercial time.

- **News releases.** These are ideal because they reach the general public and they are free of charge. It's important to note, however, that sending out a news release does not guarantee it will be used by the media.

There are some steps you can take to give your news release a better chance of being used. Make it brief and to the point. Tell about the art auction without going into the history of the club. Offer to provide further information, so if anyone is interested they can get in touch with you. Ask yourself what, when, where, who, why and how. If your release answers those questions, then it's sufficient. If it answers more, cut it down.

Send your release to the print media a week before you'd like to see it published. This gives the editor some time in case he's heavy with news one day and light another day. Send your release to broadcast media about two weeks in advance. Radio and television generally need some time in scheduling public service announcements.

Being one with others is not an easy task. Effective communication makes an effective group. It is something to strive for. This article doesn't pretend to be all inclusive, but following the steps outlined here will help your group communicate effectively. In the end, it will help you get your message across. 🎤



Mike Klodnicki is a writer based in Jackson, Michigan.



# Be a Creative Leader

by William Friend

Unblocking the obstacles to innovation  
in your organization.

The chief executive of a large organization was keenly aware of the organization's serious problems. All too often the staff was caught off guard by developments in Washington. Reports were unimaginative and largely went unread. Seminars and other programs had become routine affairs, with once-successful agendas being repeated year after year.

To make matters even worse, there was no chance to solve these problems simply by adding to the staff; the company faced some severe budget constraints.

In his search for answers, the executive took a step that was totally unprecedented for the conservative, tradition-bound organization. Where past chief executives had been visible only to a few vice presidents, the newcomer scheduled a series of quiet dinner meetings with people representing a broad cross section of the staff, including secretaries and researchers along with midlevel managers, directors, and vice presidents. That caused a considerable buzz.

At some point during these low-key meetings, the executive would get down to business.

"What do you think of our organization?" he might ask. Or, "What objectives do we need to improve our programs?" Or, sometimes, "How should we organize to do a better job?"

It would be satisfying to report that the employees leaped to their feet with imaginative solutions to every problem; it didn't work out that way. But the executive wasn't disappointed. In setting

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## Some leaders lack trust in human capacities.

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up the meetings, he had a larger purpose: to take the first steps in building a more creative organization. In so doing, he was pursuing a goal that is becoming widely recognized as a key ingredient of leadership today — the ability to develop innovative approaches to today's sophisticated problems.

It's a need that has caught the attention of management experts, social scientists, psychologists and other analysts of the human condition. And the result has been a virtual explosion of information on

ways that organizations can encourage the flow of new ideas.

"Decade by decade, the training ground for managers has changed," says Stanley S. Gryskiewicz, a psychologist who has specialized in organizational problem solving. "First it was the classroom and the case study approach. In the '60s, it was encounter groups. In the '70s, the focus was on self-assessment and self-development. But the '80s, without question, is the decade of innovation. There's a real movement toward creativity."

### Self-generated Problems

Mr. Gryskiewicz is director of the creativity program at the Center for Creative Leadership, a nonprofit organization located in Greensboro, North Carolina. Founded six years ago, the center now has a staff of more than 60 professionals conducting leadership training programs in a campus-like setting. Mr. Gryskiewicz's observations over the years have led him to believe that the major problems confronting leaders today are due not so much to inflation, government regulation and other external influences — but rather to "a management



approach that is analytical, hands-off and traditional."

What are some of the roadblocks to creativity? Organizations that fail to generate creative effort have some common characteristics:

- **An excessive focus on order.** "While tradition produces stability, it may also produce stagnancy," says David Campbell, vice president of research and programs at the center. Order is highly desirable in settings where precision is important — the accounting department, for example. But an obsession with traditional methods automatically precludes creative problem solving, Mr. Campbell believes.

The leader who insists that a set procedure be followed, explaining "We've always done it that way," is obviously throttling creative efforts.

- **Penalties for failure.** "The manner in which an organization deals with the failure of a creative endeavor determines how sincere it is about creativity," according to Maurice I. Zeldman, president of EMZEE Associates, a management and technical consulting group in New York City.

Imposing penalties for failure of novel efforts is a foolhardy managerial practice. The outcome is that innovators — who may well learn through failure how to succeed the next time around — are driven to inactivity or out of the organization at just the point where their creativity might pay off for the organization.

Too many organizations penalize failure because they favor fast returns over long-term creative development. Leaders of such organizations fail to see the worth of any kind of investment in unpredictable efforts. They don't take risks. They'd rather go with a sure thing — even if it's a practice that eventually hinders organizational progress.

- **Resources myopia.** This is a term some psychologists use for the failure of certain leaders to appreciate the human resources in the organization. They lack trust in human capacities and work styles that are different from their own.

Thus, a no-nonsense, hard-working manager is blind to the talents of the staff person whose working hours may be erratic. Or a director negotiates a deadline of Thursday with a staff person but can't resist asking on Tuesday, "How's the report coming?"

- **Signs of prejudice.** "Slotting talented people into specific jobs with traditional tasks," says David Campbell, "means that their untraditional talents are never used. For instance, a secretary who is skilled in conducting meetings is not allowed to use that talent because the boss may believe that secretaries don't run meetings."

Prejudice in associations may take

many forms. For example, a change at the top of the organization can pit the new crowd against the old — and any ideas from the old crowd are suspect. Specialists in an organization may routinely undervalue any creative contributions from generalists.

#### Peer Pressure

- **Discouragement of free expression.** It's well known that the lively imagination of childhood more often than not gets lost in the acculturation process that begins in the schoolroom. Authority and peer pressure smother natural expression. This pressure from others is one of the major deterrents to creativity in an organization. It stifles a creative person's desire, if not his or her ability, to think and act divergently.

"Stuffy organizations do not cultivate people's fantasies and consequently are

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## The organization that fails to produce ideas has a problem.

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deprived of unusual thoughts," says Mr. Campbell.

Though both imagination and analysis are needed in an organization, play and giving free rein to fantasy is more productive than reliance on serious, analytical techniques. That's because the most novel ideas surface from the subconscious during episodes of free association.

Identifying such roadblocks to creativity within an organization is not a simple task, because the creative leader's own biases and prejudices are brought into play. At one organization, for example, the new chief executive was determined to take full advantage of the human resources in the organization — but totally overlooked the potential of his own secretary. He saw his secretary as his right arm — period. At another association, the chief executive encouraged the free flow of ideas — as long as those ideas conformed with his own.

"An organization that fails to produce ideas has a problem," one manager notes, "but it's even worse if the people at the top become part of the problem."

If the creative leader correctly identifies roadblocks, he or she is obviously well along the way to changing the climate for the production of ideas. And, in the opinion of many psychologists and successful organization leaders, there are numerous techniques and devices that can be used to make creativity a permanent feature of an organization.

- **Identify creative individuals.** Creative people tend to exhibit certain charac-

teristics. Discover in what way these individuals think they are most creative or would like to be most creative and what sort of creative contribution they would most like to make to the organization if they could.

Some startling results may flow from this effort. You may discover people who have been contributing at only half their potential because fate — or an inept manager — steered them in a wrong direction.

- **Define the goals and objectives.** By defining a goal and setting objectives, says Edward Easton, leadership training director of the National Wildlife Federation in Washington, you present a strong image for individuals on the team. And that, in itself, stimulates creative participation by the group's members.

"But the goals and objectives must be defined clearly," cautions Mr. Easton, "or the creative effort won't be effectively focused." A goal, says Mr. Easton, represents the reason for an organization's existence; it may or may not be attainable. Objectives, however, are specific and are always attainable. Growth and an effective communication system are examples of attainable objectives.

#### Japanese Techniques

- **Emphasize the importance of the group.** Psychologists have long been impressed by creative leadership patterns in Japan, a country that appears to offer the best national climate for creativity and development of the gifted.

A Japanese child learns early, in family and school situations, to feel pride in the accomplishments of a group or team rather than individual pride, observes E. Paul Torrance, professor of educational psychology at the University of Georgia. This feeling carries over into activities within communities, business organizations and government. Individuals support each other for the sake of the organization; each encourages others to excel.

"Such solid group activity can have the appearance of conformity," Mr. Torrance admits. "However, within the structure and limitation of these rules, individuals are free to diverge, invent and innovate."

You can borrow from this approach by emphasizing the importance of your organization's accomplishments — or a department's or group's accomplishments. Individuals may be singled out for praise, but the praise should be for contributions to the group effort.

- **Recognize the importance of mentors.** Individual creativity is a very private process, but creative people frequently need personal guidance, consultation or reassurance. Thus, a key instrument in keeping creativity alive is the mentor role.



You can be a mentor or you can locate those individuals on the staff who have the ability to help others realize their creative potential. Some organizations actually designate mentors and thus build up an in-house faculty or teaching pool.

• **Set up in-house seminars and discussions.** You can establish an educational situation in which small discussion groups — made up of people from management and employees from different departments — openly explore their problems and views.

A variation of the same approach is to bring in outside experts who can present an industry's or profession's problems in a different perspective.

One organization invites candidates for positions on its policy analysis staff to offer one-hour presentations on an industry problem. Frequently, the presentations are from a different point of view than that espoused by the staff, and the discussions following the presentations become quite heated. Along with the stimulation of the seminar, of course, the group is given an unusual opportunity to size up a potential colleague.

• **Analyze the communication system.** How do employees get their primary perspective of the organization? If it's through the grapevine, the perspective is mostly bad and hardly a climate for creative ideas.

An in-house newsletter, frequent meetings and opportunities to question top management are all good devices for improving communication within the organization. And if communication is improved, you will find it easier to identify the roadblocks to creativity mentioned earlier and to locate the major sources of stimulation.

#### Seek New Information

• **Avoid the velvet rut.** The phrase describes the comfort of traditional procedures in which some leaders may be lodged. You can avoid it by focusing on larger problems or by studying approaches taken by other organizations or even other cultures.

It's not easy to drop everything and go to Aspen for a week," concedes one executive who regularly attends seminars at the Aspen Institute of Humanistic Studies, "but for me it has become essential." Other executives find it rewarding to attend similar seminars and courses now springing up at colleges and universities around the country.

"Breaking out of the velvet rut is difficult," says psychologist Stanley Gryskiewicz. "It requires getting new information and acquiring new skills. Putting oneself in a new framework or a new situation for a period can lead to novel association of thoughts and ideas."

#### • Dramatize problems to be solved.

The atmosphere for creative solutions can be improved if problems are presented in compelling and intriguing ways. Creative people are encouraged to contribute when a problem is offered in a creative manner.

You might say, for example, "We need to find ways to improve recruiting procedures." But you'll probably get better results if you say: "Last year we paid employment agencies more than \$30,000 to find new people. How can we improve on that?"

• **Emphasize the long-term nature of a creative approach.** There's danger, say the experts, that a fresh emphasis on creativity in an organization may be viewed as a gimmick or management's latest one-shot enthusiasm. As a creative leader, you must convince the organization that creativity is an integral aspect of management policy.

Leading creative people through the mazes of solutions to the problems of the 1980s requires all the creative resources a leader has at hand — and then some. But if you are adept at keeping the organizational doors open to the influx of new ideas, you need never be confronted by resistance or apathy. You will surely be stumped now and then by knotty problems, but you'll have the means to solve them — creatively. 🗣️

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# MONEY- MAKING MEETINGS

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## Canadian Toastmasters Present Annual Skit Night Competition

One Toastmaster pulled around a little red wagon. Another, dressed as a nurse, cared for her patient with a bathroom plunger. Still others paraded about in Alpine attire.

These strange occurrences were all part of the T.N.T. Night Skit Competition, an annual event for Toastmasters in Edmonton, Alberta, Canada. The evening, organized by T.N.T. Club 2291-42, features humorous skits performed by various Toastmasters clubs, all competing for the coveted T.N.T. Trophy. The skits are judged by prominent local business people and popular personalities who have some background in amateur acting and theatre.

The idea for Skit Night originated in 1969 when a group of students at Northern Alberta Institute of Technology (N.A.I.T.) Toastmasters club (now the T.N.T. Club), decided that Toastmasters in Edmonton needed some fun and frolick to get them through



**SECOND RUNNER-UP** — Bowmen Toastmasters Club performs its version of "The Sound of Music," which earned it third place in the 13th annual T.N.T. Skit Night Competition.

the long, cold Canadian winter. They encouraged other clubs to join them. The event was a resounding success and turned into a winter tradition.

This year Skit Night attracted more than 400 Toastmasters, making it the largest gathering of Toastmasters outside of our organization's annual convention. The event was also televised

by a local cable television station and clubs from as far away as 200 miles participated. This year's winning skit was Calgary's 3500 Foot Club's play, "De Klien of Calgary."

Next year's Skit Night will be held March 5. Toastmasters with a desire for fun and a diversion from winter weather are urged to attend!

## Newsletters For Speakers

Are you interested in keeping up with current events on the professional speakers circuit? Do you want to know where you can find fresh, timely humor for your speeches? Do you need up-to-date information on improving your communication skills?

If you answered "yes" to one or more of these questions, then the following newsletters may be of interest to you.

The Decker Communications Report, published eight times yearly, promotes effective business communications. Each issue contains tips on speaking and using visual aids, anecdotes of interest to business speakers, updates on business communications and advice from executives. For subscription information, write to: Decker Communications Center, 999 Sutter Street, San Francisco, CA 94109.

The Nido Quebin Letter, published nine times a year by Woodruff Communication Institute and Creative Services, Inc., is edited by speaker

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51st Annual Convention  
August 17-21, 1982  
Franklin Plaza Hotel  
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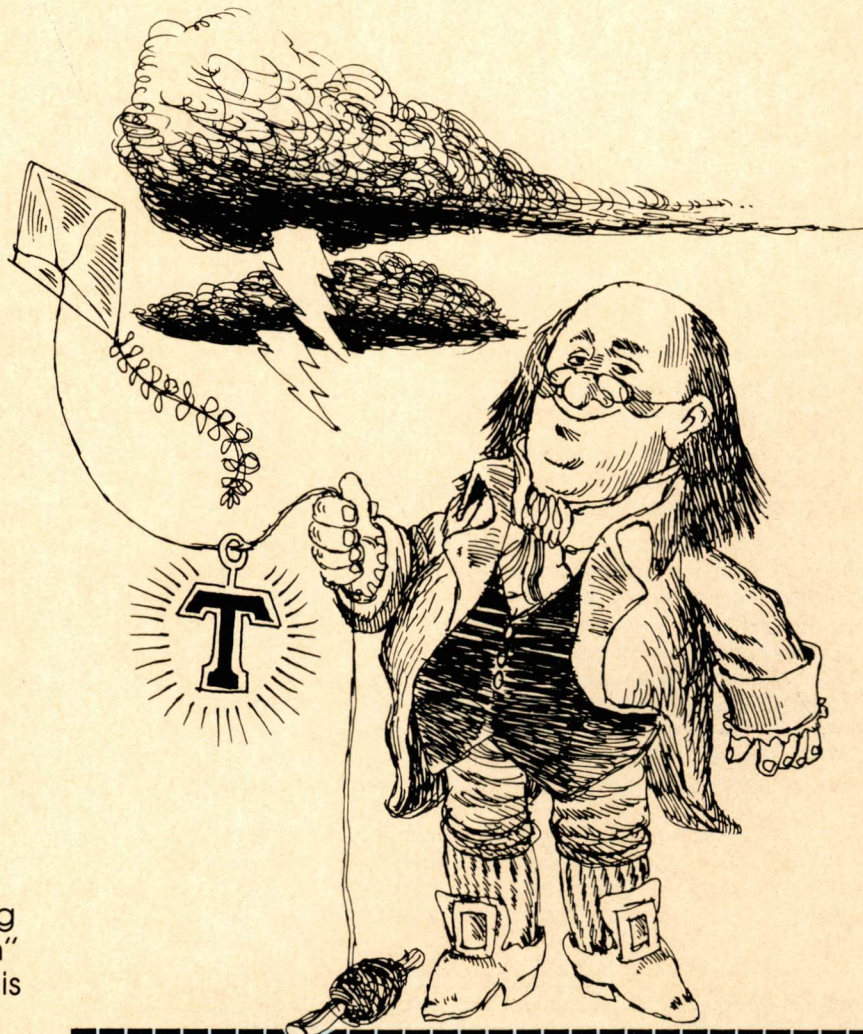
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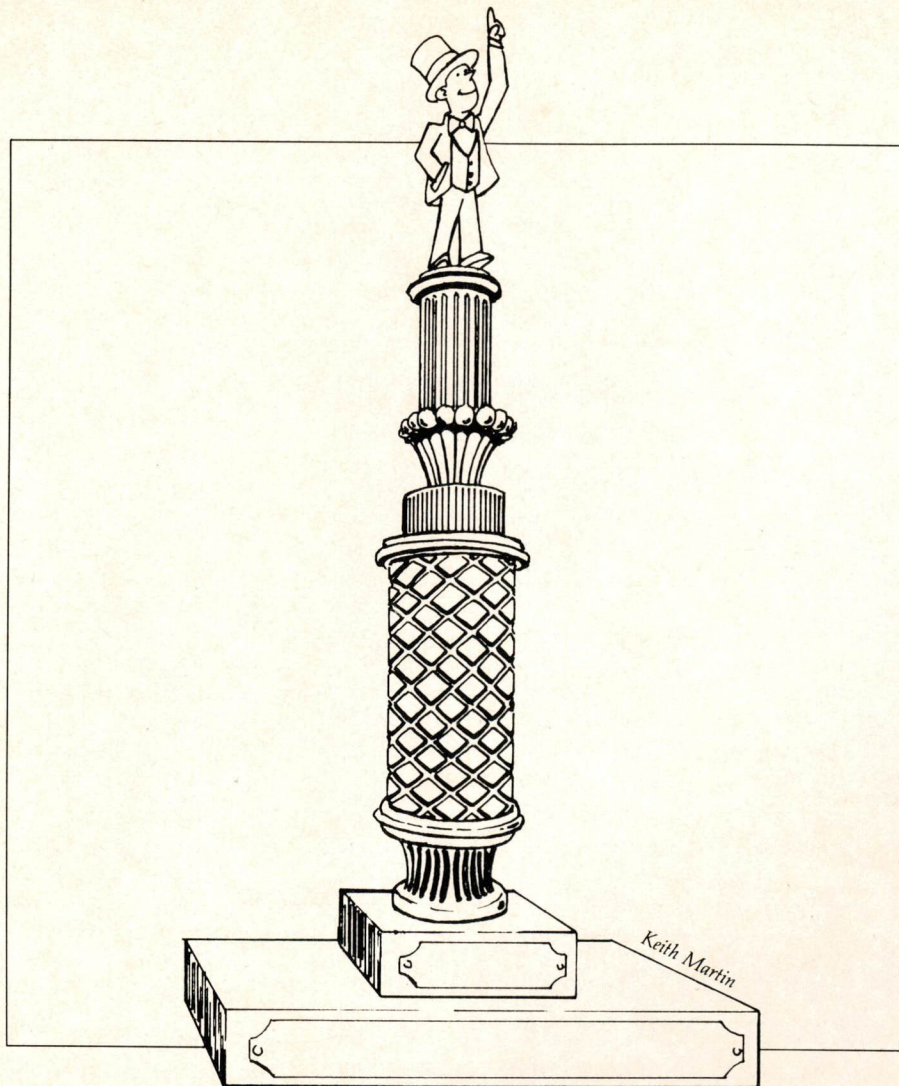
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**TOASTMASTERS INTERNATIONAL CONVENTION, August 17-21, Philadelphia, Pennsylvania**

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# RECOGNITION: *A Key To Motivation*

by Richard A. Taylor, DTM and  
Marcia Taylor Barney, DTM

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The organization that knows how to dispense recognition  
will get what it needs from its people.

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**T**his is my favorite," he said, pointing to a modest plaque engraved with a few short lines. The wall of the study was adorned with row after row of plaques and ornately framed certificates. An assortment of trophies, some small, some large, stretched toward the ceiling from their perches on corner bookshelves. Most were far more impressive than the

ordinary-looking plaque Bill picked as his favorite.

Why did Bill choose the comparatively unimpressive plaque as his favorite award? "Two reasons," he said. "The challenge I faced in earning it and the way it was presented."

We asked several other multiple-award winners the same question and found



their reactions similar. The truly meaningful award represents worthwhile accomplishment and is presented in a memorable fashion. The extravagance of the award ranks low on the real-value scale, though perceptions of "meaningfulness" and "value" of any particular award differ widely. Yet there can be no doubt that awards — and other forms of recognition — can be potent motivational tools.

Increasingly, recognition is a factor in motivating people to sustain or improve performance. Supervisors in business and industry are well aware of this; leaders in volunteer organizations are *acutely* aware of it. Motivating employees in the business world, where the employer has the power to determine the employee's pay, benefits and tenure, is tough enough. But any organization that depends on volunteers to achieve its objectives has an even more difficult problem. Leaders of volunteer organizations have neither power to coerce nor money to reward good performance. They *do* have one of the most powerful motivational tools imaginable, always at their fingertips: RECOGNITION.

In order to effectively use this powerful tool, we need to understand how it works. Actually, recognition has at least three separate and distinct functions. Only two

of them have anything to do with motivation.

The first function of recognition is as symbolic repayment of a debt. We may present a retirement gift — a gold watch, for example — to an employee with 30 years of faithful service. The extrinsic value of the watch (even at today's gold prices) is insignificant when compared to a lifetime of service. But symbolically it squares all accounts.

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## An organization should be consistent in its awards structure.

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A second function of recognition is to motivate those who receive it. In many cases we hope that the person receiving the recognition will be encouraged to repeat or improve performance. We give medals to 12-year-olds and hope they will be inspired to grow into Olympic champions.

The third function of recognition, and in the long run the most important, is to motivate those who do not receive it.

This is why public displays of recognition are so valuable. For every trophy awarded, there may be a hundred people in the audience who are thinking, "Next year, I'm going to win that award!"

### What to Honor

For anyone responsible for administering recognition — and that includes everyone in a leadership role — a critical first step is deciding what to recognize. When awards or praise is doled out randomly or for meaningless accomplishments, the value of all recognition given by that person or group diminishes. So we must select with care those things we choose to recognize. Factors to consider include difficulty of the task, the time required to do it, uniqueness of the contribution, and benefits of the accomplishment to the individual or to the group.

We usually remember to recognize outstanding performance which is clearly above and beyond the call of duty. But we often overlook the person who has done a "satisfactory" job over a very long period of time. That deserves recognition, too.

A "unique" contribution sometimes merits special recognition. A public relations expert, for example, may donate his professional services to promote a charity project. It's one thing to give your spare time to a worthy cause, quite another to ply your trade without pay.

What we choose to recognize greatly influences others who witness the recognition. The president of a civic club presented an award to a club member who had been the top fund-raiser in a recent charity drive. In presenting the award, the president was careful to explain the importance of the accomplishment to the audience: "Through Jane's tireless efforts, we were able to surpass our goal. Because of this work, hundreds of needy children will benefit," he said. Jane knew she had accomplished something worthwhile. She was back to work on the same project the next year. More importantly, several new members volunteered to help! They had witnessed the award presentation and were inspired by it. Relevant recognition often motivates those who don't receive it, but want to get it.

An important "do not" in any program of individual recognition: When several individuals are to receive recognition, do not give the same recognition for different levels of accomplishment. One employee received a letter of commendation from his boss. He was so elated that he proudly showed it to his office mate. "Aw, that doesn't mean a thing," said the office mate. "Everybody got one."

A key feature of any good recognition program is appropriate selection — picking the "right" award or gift. Recognition can take many forms: a simple "thank you," a handshake, a mention in the newsletter or a widely-distributed memo, a change in assignments or responsibilities, a free

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lunch, an engraved plaque or a trophy. Public praise of any kind, whether in a meeting, a bulletin board announcement or on radio or television, can be quite stimulating and very motivating.

However, the reward must fit the accomplishment. Give a very big trophy for a mediocre achievement, and the recipient (if he senses the disparity) will feel embarrassed and undeserving. If the award is too small, the recipient will feel disappointed, perhaps even cheated. So it's helpful for an organization to have a reasonable measure of consistency in its awards structure. (Do this and you get a certificate, do that and you get a trophy, do both and you get a free vacation.)

### Selecting Gifts

Inevitably the question of cost comes up. Many of the more popular forms of recognition cost money, a scarce commodity in nonprofit organizations. In most groups the members understand this and, therefore, don't expect much. The real problem comes when you have an unexpected shortfall and have to slash your awards budget, or when you have an unexpectedly high number of people who have earned recognition. Last year you gave a 14-inch trophy, and everyone, it seems, remembers it — especially the people who expect to receive the award. This year you can only afford an eight-inch trophy. What do you do?

We believe the best solution is to "fortify" your subnormal awards with a little extra something to make them a bit more personal and a lot more meaningful.

Throw in a small gift, nicely wrapped and ribboned. A small book makes a nice gift, and you can personalize it by writing a warm note on the inside cover, thanking the recipient for a job well done and commemorating the event. Often you can find pocket dictionaries, pocket thesauri or small books of poetry in the "sale" corner of your local bookstore. Try to match book titles with the interests of the award winners. Sometimes you'll be able to find a book on sale that seems to fit nearly everyone. (We once cleaned out a store's entire stock of *Jonathan Livingston Seagull*.) Other small momentos, like notebooks, ballpoint pens, key chains, letter openers or money clips, can be used to fortify a low-budget awards program.

By far the most popular awards are engraved plaques and trophies. Engraving an individual's name on an award personalizes it and adds a nice touch to a small gift like a letter opener or a piece of jewelry. A small silver tray with an appropriate "Thank you, Joe, for . . ." is frequently more meaningful than an entire tea service without the personalization.

"Meaningfulness" (from the recipient's point of view, is important, but not everything. An antique brass monkey may be quite meaningful to the recipient, but it may not pique the interest of the group. Thus, it may hold little motivational value for others in the audience.

The appropriateness of recognition — whether we're talking about an isolated event or an entire recognition program — depends on many variables. True, the award must fit the accomplishment. However, there are other key factors to consider: meaningfulness to the recipient, cost, consistency, expectations of the group, good taste and packaging.

When we think of packaging, we think of it not only in the literal, physical sense, but also in the psychological sense. The packaging need not be expensive, but it must not be tacky. Tangible items should look good. Brightly wrapped and ribboned boxes are better than brown paper bags. Trophies should be free of dust. We prefer certificates to be framed or laminated rather than plain. If it has a container, we hope we can store beans, spaghetti or pencils in it. We hope it's large enough to show off, but small enough to get home without hiring a U-haul. One friend of ours especially treasures a certain plaque because she can still visualize the dozen red roses that came with it. (Now *that's* packaging!)

Intangible recognition must be attractively packaged, too. If wrapped in a

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## Sincerity, visibility and fanfare are good packaging materials.

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phony smile, tied with a sloppy presentation or rolled up inside a manipulative ploy, any motivational value your recognition program might have will be destroyed.

### Special Ceremonies

Sincerity, visibility and fanfare are good packaging materials for recognition. Many organizations blend the three effectively in luncheons, banquets or similar events especially programmed for awards presentations. The best awards ceremonies we've attended were formal enough to keep everyone entertained. The major presenter or master of ceremonies really controls the tone of the event. He or she should project sincerity, enthusiasm and a touch of humor. And if the presenter is a visiting dignitary, so much the better! That only adds to the prestige of the event. Just remember, keep the spotlight on the award winners and keep the presentation speeches short, factual and personalized.

When a number of people are being recognized for the same accomplishment, the challenge is to keep the presentation fresh. The program goes stale quickly if the emcee repeats the same remarks for each honoree. A better method is to disclose the reason for the award, then ask all the recipients to come forward simultaneously. Make a short statement

about each person as you present the awards to each.

Another problem crops up when several people are competing for the same award. It's best to leave some doubt about who came in last. For example, in a three-person contest, award a first-place prize only, unless the rules require that you have a runner-up. In a four-person race, recognize the first and second place winners. Let the group guess who came in last.

Attractive packaging of recognition, whether in the physical or the psychological sense, is important. Tangible awards can be well-packaged with a minimum of expense and effort. Intangible recognition requires some degree of interpersonal skill. It must be delivered with sincerity, tact and regard for the feelings of the recipient. To understate recognition (by tossing out a "by the way" remark) is to risk creating an impression that the accomplishment wasn't really important. To overstate the recognition (by giving excessive praise) sounds phony.

It's usually best to avoid pairing recognition with criticism. (A possible exception to this would be the formal performance appraisal or evaluation in which both strengths and weaknesses are frankly discussed between boss and subordinate.) Let's try an example: "You did an excellent job on that account, but this office is a mess!" What happens? The poor fellow doesn't even have a chance to enjoy the compliment. If your purpose is to give recognition, focus on recognition. A little planning is quite helpful. Once you understand the message you want to get across, you can think about what you are going to say, how you are going to say it and anticipate how the recipient will react.

Leaders in every organization — whether in business, government or nonprofit institutions — command some resources for recognition. Not all can afford expensive awards programs. However, many of the most effective forms of recognition are inexpensive, and some of them are free. The leader who understands to whom, for what and how to dispense recognition will be more successful. The organization will get what it needs from its people, and the people will get what they need from their organization. It's a fair exchange! 🍷

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*Both authors have first-hand experience in motivating through recognition. Richard A. Taylor, DTM, leads a training program development team for Celanese Fibers Company in Rock Hill, South Carolina. He is a member of Rock Hill Club 2040-58 and was District 58 governor when the district was a President's Distinguished District in 1980-81. Marcia Taylor Barney, DTM, is a chemist-turned-homemaker. She is a member of Northwestern Club 2946-63, Winston-Salem, North Carolina, and was District 63 governor when the district was a President's Distinguished District in 1978-79. The authors were motivated to write this article mainly by their need for recognition.*



# MAKE YOUR MEETINGS MEET HIGH STANDARDS

by Vivian Buchan

**M**eetings, meetings, meetings! We're a nation dedicated to organizing meetings, going to them and conducting them.

"It's no wonder we feel 'meetinged' to death," says Clayton Ringgenberg, director of the University of Iowa Institute of Public Affairs, who conducts seminars and workshops on ways to make meetings more meaningful and meet higher standards of achievement.

Would you believe that over 11 million meetings are held in this country every day? One estimate says that most organizations spend from seven to 15 percent of personnel budgets on meetings alone.

As someone interested in communication, you need to understand there are ways to streamline meetings, get more accomplished, win the cooperation of those in attendance, do it all more efficiently and make your meetings meet high standards.

If you're a member of any organization, sooner or later someone is going to put a gavel in your hand and give you the responsibility of planning and conducting meetings. Knowing what to do before you have to do it will not only make you more effective but will also make your meetings more effective.

"If you do your homework before the meeting and learn to keep things moving once it's under way, you should be able to reach your goal before everybody's eyes are riveted on the clock," Ringgenberg says.

Barbara Humbert, a staff member who also conducts workshops for the institute, advises, "Don't call a meeting in the first place unless you have a good reason. Consider whether you could get the job done as well by individual conferences or telephone calls and save everybody's time."

But let's assume a meeting is necessary and you want to plan in advance ways to

more or less guarantee that the meeting will be successful and everyone will go away feeling their time's been well spent. Here are some tips to help you achieve that goal.

- *Know exactly why you're calling the meeting.* Meetings are held for various reasons: to focus on solving a problem, to put new policies or procedures into perspective, to solicit opinions, to teach a new skill, to recommend new studies, to discuss hiring or the firing of some employee. So be able to state clearly the reason you're calling for a meeting so those who are asked to

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## Assign notetaking to the more talkative people.

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be present will know why they are there.

- *Determine who should be asked to attend.* Ask only the persons who can make solid contributions of value. A rule known as "Shanahan's Law" says that the length of any meeting rises with the square of the number of people present. So people who have no business being there can be disruptive, slow things down, or go away resentful because they've wasted their time.

### Checking the Facilities

- *Choose your meeting place with care.* You may not have a choice, but if you do, observe the following suggestions for selecting the place. Be sure the room is well ventilated, adequate in size for those in attendance, has good acoustics, is comfortably heated or cooled, is furnished with comfortable chairs and places for books, brief cases, writing materials, ashtrays, water glasses, etc.

If a public address system is needed, be sure it is installed and working properly. If a blackboard, an overhead projector, or a movie projector and screen are needed,

be there early enough to see they're in place and operative. If you want people to take notes, be sure you provide pads and pencils in case some people forget to bring them.

- *Keep in mind that people understand and remember better when they can see ideas as well as hear them.* You may find it's helpful to outline major points on a chalkboard, a flip chart or a screen. But be cautious about passing out papers because people will get involved reading them, and you'll lose eye contact and their attention as well. You'll find yourself talking into space or a vacuum, and that's unnerving.

- *Include in your announcement the five Ws.* Be sure to state where the meeting is to be held, when it will be held (date, hour for beginning and adjourning), why it's being held, who will be there, and what preparation those attending should make beforehand.

- *Prepare your agenda carefully and thoroughly.* Be sure you have enough copies for everyone who will be attending the meeting and for guests or visitors who may come without an invitation. Keep in mind the law that governs open and closed meetings makes it imperative that you notify the media in advance of any meeting that takes place in any situation where public input can be acknowledged (invited or not). Any discussion of money involving tax dollars (school board affairs, bond issues, etc.) will be open to criticism if the meeting is not thrown open to the public and news reporters. More than that, you could be charged with violation of the law.

The law is so binding that there are very few times when a group can meet in a closed session unless it pertains to a private industry or business where only the affairs of that organization are to be discussed.

- *Start the meeting on time, even though a quorum may not be present.* This will impress on everyone your attitude toward prompt-



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Doing your homework before you call a meeting will make you — and your meeting — more effective.

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ness. There are matters you can discuss without taking a vote and get the meeting under way without holding things up for a quorum. You will find as time goes on that your reputation for starting meetings on time will result in people getting to the meeting on time. But be sure to reserve chairs near the door for late-comers, anyway.

- *Call the meeting to order, welcome guests or visitors, and lay down the ground rules.*

Explain the time limit on discussions, what breaks you've scheduled and how long they will be, and whether or not smoking is permitted.

- *Take just enough control over the meeting to keep things on an even keel and progressing according to your agenda.* Give everyone a chance to speak up and feel that his or her remarks are worthy of being listened to. Refer to *Robert's Rules of Order* in case someone gets out of line, or have a parliamentarian appointed if you anticipate quibbling.

- *Maintain close eye contact with everyone to encourage each person to respond or make suggestions.* If suggestions are slow in coming, ask someone a question that can't be answered with a simple "yes" or "no." You can say, for example, "Joe, you worked on that Pancake Day the Jaycees put on last year. Can you tell us some of the problems we might have if we scheduled a company breakfast in April?"

#### **Control the Discussion**

- *Encourage shy people to speak up.* Sometimes the quietest people have the best ideas but are hesitant to speak up. If you have someone like this at the meeting, arrange for that person to sit by you. For some reason, sitting by the person conducting the meeting encourages a shy person to speak up. If you anticipate arguments, put someone who's supportive of you and your ideas beside you to lend more clout to your remarks.

- *Don't allow Mr. and Mrs. Knowitall to dominate the meeting.* Even if such a person does know what he's talking about, don't allow him to interrupt or make loud or long comments. Try to put such a person on one side of the room or in a corner where you can avoid looking at him or his upraised hand. If the person does get the floor and insists on talking too much, ask if someone else has a question. You may just have to interrupt by saying, "Well, let's see how others feel about this." Or you may have to go so far as to remind him that he's exceeded the time limit set

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## **Call the meeting to order and lay down the ground rules.**

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on discussion that you mentioned in your opening remarks. Sometimes, you can assign the taking of notes to such a person to keep him quiet.

- *Keep your eye on the clock.* You should keep the time limit you've set uppermost in your mind. If some of the arguments become too heated or lengthy, solve the problem by appointing a subcommittee or an *ad hoc* committee to study the problem and report its findings at the next meeting.

- *Control whispered conversations between two or more members.* Don't permit them to distract attention from you or other speakers. Ask their opinion on something being discussed. This could embarrass them because they haven't been listening. If this doesn't work, simply ask them to pay attention to what's going on.

- *After action is taken on a policy or a motion has been carried, ask your secretary to summarize it.* This will give everyone a clear resume of what's been decided and also give the person taking minutes a chance to get the statements in final condition. You can

summarize the decision by saying, "We agree, then, that it would be wise to postpone that breakfast from April to June?"

- *End on a high note and end on time.* Thank everyone for coming and express your appreciation for what has been accomplished. Say, for instance, "You've turned up a lot of good ideas for whittling down our deficit. We should have a running start now toward balancing the budget."

- *After the meeting, send a written report to the participants and anyone who should have been at the meeting but wasn't.* Keep a copy of the communique with your own records to put with the minutes in case you need to refresh your memory or you're called on later at another meeting to defend some action that was taken.

There's an old Chinese proverb that says, "A leader is best when people barely know he exists. When his work is done, his aim fulfilled, they will say, 'We did it all ourselves.'"

If you conduct your meetings in a businesslike manner and start and close them according a structured agenda, you'll find people willing to attend your meetings knowing their time will be well spent. You will also make them feel they have contributed to the success of the meetings.

Meetings are a necessary part of any organization, club, business or corporation. But they can be made to meet high standards by knowing how to make them do that. It's all up to you as the leader. 🗣️



Vivian Buchan, a frequent contributor to THE TOASTMASTER has published more than 400 articles in 75 publications. A resident of Iowa City, she is a former member of the faculty of the University of Iowa, where she taught expository writing, public speaking and literature.



# How To Shape Up Or Ship Out the Deadwood On Your Committee

The nonperformer. The member who consistently misses committee meetings. The person who comes to meetings unprepared. These are the problem people on committees, the ones every organization can do without.

Yet most organizations — despite their best efforts at selection — at some point come up against someone who is simply not doing the job. What can be done about him or her? How can he or she be motivated to perform more effectively or — if all else fails — be taken off the committee?

“Committees and boards often suffer from a feeling of vagueness or vastness,” says Brian O’Connell in his book, *Effective Leadership in Voluntary Organizations*. And it may be that the ineffective committee member is simply one who doesn’t understand the function of the committee or his or her role.

Both of these vital pieces of information must be shared with every committee member at the time of appointment; everyone who agrees to participate in your committee has a right to know what’s expected, what he or she can contribute, and how.

It’s up to the committee chairman to make sure the committee assignments are detailed, specific and clear. If they are not, this can lead to poor performance or confusion. “Giving assignments is an art of consideration,” says author Douglas W. Johnson in *The Care and Feeding of Volunteers*.

Sometimes the committee member doesn’t make the mark because the task he’s been assigned is simply too big or too time-consuming. Breaking the task into bite-size assignments might give the nonperformer a sense

of control. Small task forces or subcommittees are another way to make large committee charges more manageable and to make abstract assignments more concrete.

## Regular Reports

Perhaps the nonperformer is a person who puts things on the back burner and then forgets about them. Periodic checkpoints or assigned committee reports can help jog the memory. The chairman can also stimulate participation at meetings by sending out agendas in advance — highlighting items of special importance — and by distributing timely minutes and inviting comments and suggestions. Recognition is another way to prod negligent committee members into production.

Although nonperformers on one committee tend to be nonperformers on another, it is possible that the committee member is simply misplaced, says Bernard Imming, CAE, president of the United Fresh Fruit and Vegetable Association. By simply changing the task or the assignment to suit the person’s qualifications, you may be able to solve the nonperformance problem.

To avoid this mismatch between the individual’s interest and experience and the committee assignment, Harold Halter, CAE, executive vice president of the Farm Equipment Manufacturers Association, suggests that you circulate a questionnaire among those who express an interest in serving on a committee. This will help you identify special talents and interests.

To make this questionnaire a relatively easy one to fill out, try to break down committee goals and tasks into interest areas so you can draft a checklist. For example, you can ask: Do you have a knack for writing? Do you have a legal background? Have you been active in political campaigns?

## Poor Leadership

If the stumbling block to committee success is the committee chairman, an occasional call to a superior may be just the medicine that’s needed.

Sometimes the nonproductive chairman is simply overworked — has too much to do in too little time. If that’s the case, some staff assistance might be the answer.

Whether it’s the chairman or another member of the committee, you need to be careful to minimize bad feelings so you don’t leave a sour taste in the person’s mouth. After all, you don’t want the member to harbor ill will. One good way to handle this situation, according to Sam Shapiro, is to assure the person you may be able to use his or her talents at some

future time. What may make the task of dismissal a bit easier is to remember that the person will probably be relieved to be rid of the responsibility as much as you will be relieved to be rid of him or her.

Although these difficult encounters cannot be avoided, they can be made easier if you make formal provisions for turnover and dismissal. This becomes especially important in the case of delicate chapter/parent-body relations, cautions Mr. Shapiro.

A built-in rotation policy is your best insurance against the nonperformer. By limiting the length of a committee appointment to one year, you can terminate those who do not fulfill the committee’s objectives within a reasonable time without going through the traumatic experience of dismissal.

If you prefer a three-year rotation plan to provide some continuity of service, you can appoint one third of your committee members to three-year terms, one third to two-year terms, and one third to one-year terms.

## Establish Policies

A formal approach for getting rid of those who do not show up for meetings is to create an absenteeism policy. This policy should state that after a certain number of unexcused absences, a position becomes automatically open. If you do institute such a provision, be sure to send thank-you letters to members you drop; otherwise you may be surprised or embarrassed to see them at a future committee meeting.

Other things you can do to ease the job of dismissal:

- Spell out reporting requirements and responsibilities and procedures for dismissal if there is nonperformance. Dismissal can be by majority vote of the general membership.
- Don’t let your bylaws mandate too many automatic appointments.
- Have an annual review of ad hoc committees to make sure they are still necessary.

Dealing with nonperformers is perhaps one of the most delicate tasks facing a group leader. How you go about motivating or ridding yourself of those who impede committee progress is, of course, a personal decision or one that the parent organization may help you with. The important thing for you as a leader is to see to it that the work of your committee gets accomplished and that no one person or group of persons stands in the way.

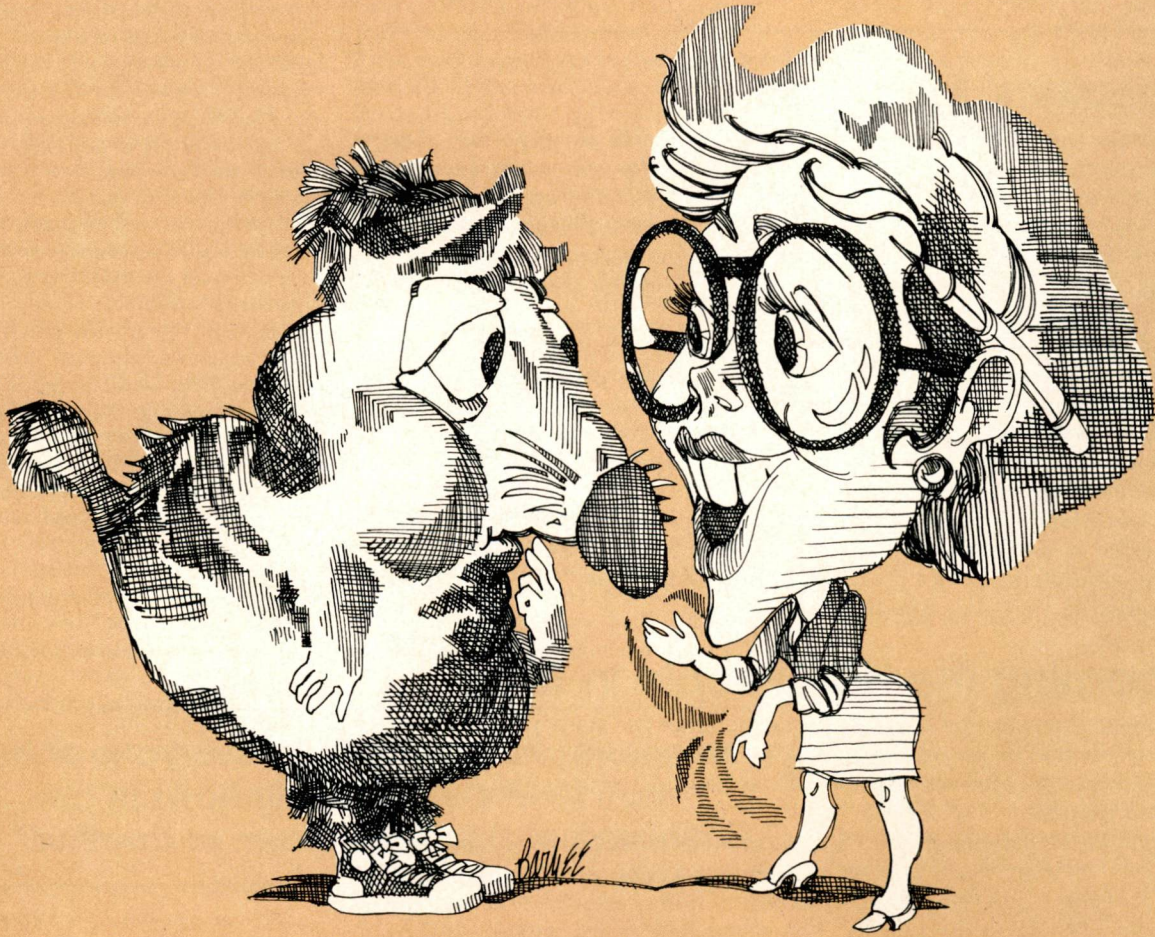
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Groups often cling together even more solidly in crises —  
just when independent thinking is most needed.

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## Conversations With a Lemming (Or, Following the Leader Can Be Hazardous To Your Health)

by Janet E. Graebner

“You must realize,” he said, “that we aren’t all that different from you humans. Overpopulation, limited space and stressful working conditions — to say nothing of the competition! — all play a part in these periodic migrations.”

My furry rodent friend with the squeaky voice was catching his breath after a strenuous climb. Bent on keeping up with his colleagues, who were already topping the hill, the small frame (no more than seven inches, including the stumpy tail) quivered with exhaustion. We were sitting under a pine tree where the mountains — the usual habitat of *Lemmus lemmus*, the Norwegian brown lemming —

are close to the sea.

I found it difficult to visualize lemmings bogged in bureaucracy, mired in mediocracy and organized into Orwellian clichés that stamp everyone with the same face. “I grant that we are social animals who feel a need to belong to something larger than ourselves,” I said, “and there is definitely an element of economic and personal security in ‘playing the game,’ in going along with group decisions in order to reach the next rung on the ladder of success. But, as the song says, ‘Is this all there is?’”

“Hmm, yes, I’m beginning to see your dilemma,” Mr. Lemmus said. “You feel



## A Speakers' Marathon

Exchange meetings between clubs are invaluable in exposing club members to other nearby clubs. Exchange meetings can generate new programming ideas, offer different perspectives on evaluating techniques and provide speaking opportunities outside the safety of one's own club.

Successmasters Club 4401-2 in Seattle, Washington, took the exchange meeting concept a step further and sponsored a unique meeting of eight Toastmasters clubs in the Seattle area.

Called "A Speakers' Marathon," the meeting's purpose was to encourage manual completions, help members practice speech evaluations and promote camaraderie among clubs. The format for the three-hour event included 10 manual speeches and 10 evaluations. Awards were presented to the best speaker, best evaluator, most inspirational speaker and the club with the most members in attendance.

"The marathon was not a contest, but a coming together of Toastmasters who wanted to speak and evaluate in a different environment," says Linda Tilmont, administrative vice president of Successmasters. "It proved to be very successful, very educational and a lot of fun."

## Welcoming the New People In Town

Moving to a new town can be a lonely experience for many people when they have no friends or relatives living in their new locale. Often these newcomers are eager to become involved in social and civic organizations and make new friends.

Toastmasters in Brookings, South Dakota, have developed a way to greet newcomers to their town and invite them to attend one of their club meetings, reports Gen Fish, DTM, a member of Nifty Nooners 3712-41 and Brookings 3797-41 in Brookings. The clubs had cards printed which welcome the new person to the city and provide the names, meeting places and meeting times of local Toastmasters clubs. The name and telephone number of a Toastmasters' member is also included on each card.

The local Welcome Wagon representative includes the cards in the baskets of information presented to people who have recently moved to the town.

## Promoting Toastmasters Among Professionals

Good communication skills are vital to everyone in almost any profession or business, as most Toastmasters already know.

Toastmaster Barry D. Mangum, a member of MNCPPC 4320-36 in Riverdale, Maryland, and deputy director of parks and recreation for the Maryland-National Capital Park and Planning Commission, saw the need to promote such skills among members of his own profession, and he did something about it.

Mangum wrote an article about the Toastmasters program for *Parks and Recreation* magazine, the official monthly publication of the National Recreation and Park Association. The magazine is read by superintendents, directors, commissioners and executives of parks and recreation departments, hospital recreation directors, private agency recreation leaders and laymen interested in the park, recreation and conservation movement. An international publication, it has a circulation of 22,000.

"Perhaps we can encourage Toastmasters who belong to professional associations to publish a story about Toastmasters in their professional journal," Mangum suggests.

This is certainly a good way to tell others about our great organization!

stifled by the structures and strictures of 'man and the organization.' You're worried about the usurpation of individuality, the stemming of creativity and initiative, the 'sameness' that characterizes many of you seeking security in a very insecure world. Like so many cogs in a wheel, you recognize that you have a role within this living organism labeled The Organization, and you don't mind fulfilling your function provided there is some sense of well-being and accomplishment. But, as it is, you feel molded, shuffled, raised and lowered in the hierarchy of the organizational process through the whims of some depersonalizing factor over which you apparently have no control."

"Exactly!" I enthused, glad that someone could so quickly grasp my predicament.

"That," Mr. Lemmus said, his mouse-like face creasing into a grin, "would explain the lapel buttons I've seen that say 'I am a human being. Do not fold, spindle or mutilate.' It's as though you're all running the same treadmill. You have a word..."

"Rat race."

"It appears we're all brothers under the skin."

"You try my patience," I said. "All I seek

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## "...everyone chases rainbows in one form or another."

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is a measure of personal satisfaction that the organization is unable to provide. In a modern civilization the individual is always in danger of dissolving into the function or the status. Man's early ancestors faced many dangers, but that wasn't one of them."

"Methinks you protest too much," Lem said, setting out to overtake the others.

"If you had read Rafael Steinburg's *Man and the Organization* you would know that for millennia societies have centered around large, complex organizations. Like it or not, man, as well as other of earth's creatures, has always found that the only way to perform certain necessary tasks is by organizing into groups set up along clearly hierarchical lines. You may wish you were born in an earlier age when men lived in happy self-sufficiency in loosely organized pastoral societies, but such communities have always been scarcer than most people think."

### Dangerous Aberration

"I have nothing against groups per se," I said, "only against those group commitments and decisions that attach more importance, in order to get ahead, to the approval of their colleagues rather than to solving a problem. Such decisions become mere group think, a treacherous aberration."



"How else do you envision progress being cultivated?" Lem squeaked. "There are wars to fight, empires to build; technology must be developed, space conquered and religious dogma disseminated. That takes planning and single-minded composite thinking to accomplish. Right now, for example, you are seeing the result of perfect group think as we descend en masse on the countryside, a methodical network of well-programmed followers seeking new burrowing grounds and food fields. Initially, we travel in vast numbers in almost any direction, but once on the way, we continue along a straight path. As the main group marches forward it is joined by other groups who have worked their way into the rank and file through unswerving dedication to the status quo."

"But how can you justify the status quo? Don't you question the direction, purpose and outcome of these migrations?"

"That's not my department. Management decides those things and we simply carry out instructions. Our leader, Pied Piper, tells us we're searching for our ancient home, Atlantis. But even if we don't find it, I can content myself with the notion that everyone chases rainbows in one form or another. You humans call it 'living in the real world' or 'making it.' Your problem is that you want to feel needed and important, and you want to believe that your hard work and creative contributions will be recognized and appreciated, and that eventually you will be justly rewarded. Balderdash! No man is an island. You must adapt your behavior professionally and socially to achieve security and comfort, with minimum expenditure of energy when possible.

"In our case, for example, when we reach a natural barrier like a fast-flowing river, we don't detour or change direction even though thousands may perish. That's part of the game. We front-line lemmings learned early not to rock the boat — that's how we got to the front line. Apparently, you're morally squeamish and can't accept the necessary group think principle: team spirit — that's what allows you to get ahead.

"But..."

"Not now," he interrupted. "We've been trekking since dawn and I'm weary. See you tomorrow."

### Healthy Competition

I spotted Lem the next morning, fur flying and teeth clicking as he fought to regain his position in line.

"Momentary lapse of attention," he said, "and several eager beavers rushed to fill the void. Obviously they think much like you and don't realize the importance of reinforcing mutual loyalty. No room here for nonconformists."

"Competition is healthy," I said. "It keeps one on one's toes and clears the deadwood that piles up. Too many people get promoted without sufficient qualities for the job, reach their level of incompetence and then remain there, wedged

comfortably between indifference and self-perpetuating bureaucracies. The team spirit you support, when carried to the extreme, distorts the individual personality so that the person may believe he is fulfilling a useful function when in reality he is a programmed automaton. Mediocrity triumphs in everything from products to presidents as the bureaucratic hierarchy eradicates excellence. Unfortunately, the group may cling together even more solidly in times of crisis — which is just when sharp, independent and even divergent judgments are needed most."

"You really do harp on individual initiative and responsibility. Much better to merely carry out policy than to be responsible for making it. At least I sleep nights and don't concern myself with the relationship of my job to someone else's. My special function is to make sure the burrows are dry enough so the young lemmings survive. They're very sensitive to dampness and cold."

"What if the location is ill-chosen and heavy rains deluge your burrows, causing death and destruction?" I asked.

"Not my department. That's Leo's job. He'd take it amiss if I questioned the place-

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## "Mediocrity triumphs in everything from products to presidents."

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ment of compartments and tunneling. That violates unspoken norms and may even be considered a personal attack on the leader and the values of the group. Besides, I don't want the added work involved."

"Where is your sense of adventure, Lem? Nothing ventured, nothing gained. You'll simply be a follower all your life, never realizing your full potential. Blindly, like so many others, you'll go through the motions of living, filling in forms, testing burrows and carrying out meaningless rituals. Remember, in heaven an angel is nobody in particular. There's a great danger in inertia and complacency."

"I really don't have time for this today," he said. "I'm expanding the scope of my function. Catch you tomorrow — Pied Piper has promised a smashing event, says it'll make a big splash in the news."

### The Right Fork

The salty tang teased our noses as we moved closer to the sea. Lem, stepping out smartly, was only half listening to my theory about risk versus nonrisk.

"I call it Theory Y," I said. "Few people explore in depth the opportunities offered in the form of calculated risk where the possible benefits outweigh the chances of failure. They are unwilling to risk the comfort and safety that accompanies

muteness and following the crowd. Today, our respect for individuality has been largely replaced by a passion for anonymity and security. We are advised to train for certain vocations, for example, because the pay is good, rather than because such employment of one's talent brings intellectual, spiritual and emotional satisfaction.

"Following a straight path of surety, however, inevitably brings you to a fork and you must decide to go left or right. The left merely continues the same 'processionary puppet' syndrome that Dr. Laurence J. Peter talks about in *The Peter Prescription*. The ideal Processionary Puppet, he says, is a functionary who has been systematically stripped of his imagination, his heritage, his dreams and his personal uniqueness. He is conditioned, in school if not before, to deal with life by pigeonholing knowledge into tidy compartments. Quality gives way to mediocrity and in this way he is prepared for his mechanistic role in society, a state Peter dubs the Mediocracy.

"Drawn more and more into the Mediocracy, the Processionary Puppet is forced to repress honest expressions of feeling and spontaneity," I continued. "Later, various aspects of his depersonalized mechanistic role contribute to his further loss of self and his only satisfaction is in ritualistically conforming to his functionary role. In a Mediocracy, he is the silent majority, the mass man; a component of mass media, mass culture, mass fads, mass government and mass morality. It frees him from the need to make decisions. He is a victim of and a contributor to the survival of the mediocracy."

"You're laying it on a bit heavy today," Lem said. "The first three rows are already in position. I barely have time to hear the other side of your Theory Y."

"Some sort of calculated risk faces us every day, Lem — whether or not to change jobs? Take an unpopular political stand? Say what you think instead of what is expected? — an opportunity to be decisive and take a position against the norm, to do or say something meaningful, constructive and creditable. The right fork of the Y means deliberately selecting a course of action that offers less, perhaps, in material rewards and security, but considerably more opportunity for freedom, adventure, explorations and imagination."

I was breathless now, trying to keep up with Lem as he rushed forward with the other lemmings, mindless of the imminent danger ahead as they raced — straight arrow — for the cliff looming over the sea. A low murmur surged back on the wave of bodies. It sounded like "Atlantis!" "It takes courage, Lem," I shouted. "But you can do it. There's still time. Quickly, take the right fork!"

"That's not by depar-r-tm-e-e..."

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Janet E. Graebner is a writer and owner of Janet E. Graebner and Associates, a professional writing service in Santa Ana, California.



# Hall of Fame

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**Ann S. Breland**

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Monday Six-O 1312-37, Charlotte, NC

**C. Robert Ballard**

Guilford Center 3023-37, Greensboro, NC

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**con-fi-dence** *n.* 1. Trust in a person 2. An intimate and trusting relationship. 3. Something confided, such as a secret. 4. A feeling of assurance or certainty, especially concerning oneself.

**Synonyms:** *confidence, assurance, aplomb, self-confidence, self-possession, self-reliance.* These nouns imply trust and faith in oneself. *Confidence* indicates a belief in a person. *Assurance* implies a feeling of certainty. *Aplomb* implies poise and self-assurance. *Self-confidence, self-possession, and self-reliance* all imply consciousness of one's own powers and abilities. *Self-confidence* stresses trust in one's own self-sufficiency. *Self-possession* implies control over one's own reactions and a tendency to be self-assured. *Self-reliance* stresses self-trust manifested in action and implies independence and self-sufficiency.

—The American Heritage Dictionary—

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## New Clubs

**4836-F Tri-City Achievers**  
Anaheim, CA — Wed., 7 a.m., Carrows  
Restaurant, 100 N. State College Blvd.  
(371-1550, x 448).

**4812-2 Kenworth-Yarrow Bay**  
Kirkland, WA — Thurs., 4 p.m., Ramada Inn  
(828-5427).

**4823-2 Metro Park**  
Seattle, WA — Wed., noon, Metropolitan Park  
Bldg., Rm 711 (621-1900).

**4798-3 La Voz de Oro**  
Phoenix, AZ — 1st & 3rd Wed., 4:30 p.m.,  
Arizona Dept. of Education Bldg., 1535 W.  
Jefferson, Rm 417 (258-9852).

**4813-3 La Mina**  
Ajo, AZ — Mon., 6:30 p.m., Copper Cafe  
(387-6058).

**4815-3 Goodyear Aerospace**  
Litchfield Park, AZ — Wed. & Thurs.,  
11:50 a.m., Goodyear Aerospace Corp., 100 S.  
Litchfield Rd. (832-7302).

**4802-4 Tuesday Executive**  
Sunnyvale, CA — Tues., 4:30 p.m., Bldg. 149,  
LMSC Cafeteria, 1111 Lockhead Way  
(244-5599).

**4807-6 Daylighters**  
St. Cloud, MN — Sat., 8 a.m., Sambo's  
Restaurant, 33rd & Division St. (252-6421).

**4826-6 Bionnaires**  
Minneapolis, MN — Tues., 4:35 p.m., North  
American Life & Casualty Co., 1750 Hennepin  
Ave. (347-6500).

**4804-8 Jefferson County**  
Mt. Vernon, IL — 1st & 3rd Thurs., 7 p.m.,  
Bonanza Steak House, 4225 Broadway  
(244-0905).

**4803-9 BCSR**  
Richland, WA — Tues., noon, Federal Office  
Bldg., 825 Jadwin Ave. (376-6759).

**4808-9 Fairchild**  
Fairchild AFB, WA — Thurs., 11:40 a.m.,  
Fairchild Officers Club (247-2455).

**44-11 Victory Lane**  
Indianapolis, IN — Wed., 5:30 p.m., "The  
Bakery," Indianapolis International Airport  
(244-4010).

**4811-11 Rochester**  
Rochester, IN — Mon., 6:30 a.m., Station  
Haus Truckstop, U.S. 31 (223-2517).

**4797-13 Three Rivers**  
Pittsburgh, PA — Tues., 7 a.m., Mellon-Stuart  
Offices, 1425 Beaver Ave. (281-3807).

**4816-13 Golden Stars**  
Pittsburgh, PA — 1st & 3rd Wed., Armour  
Food Co., 1000 Armour Blvd. (928-2611).

**4829-13 Rockwell International**  
Pittsburgh, PA — Tues., biweekly, 5:20 p.m.,  
Rockwell International Corporate Offices,  
600 Grant St. (565-4061).



**4828-15 Raconteurs**

Salt Lake City, UT — Tues., 5 p.m., Litton Industries, 2211 W. North Temple St. (328-2241, x 391).

**4806-17 Deaconess**

Great Falls, MT — Thurs., 7 p.m., Montana Deaconess Medical Center, 1101 26th St. South (452-3434).

**4794-19 Univac Clear Lake**

Clear Lake, IA — Tues., 11:30 a.m., Sperry Univac, 1401 6th Ave. South (357-7541).

**4792-23 Tumbleweeds**

El Paso, TX — Wed., 7:30 p.m., Parents Without Partners, Inc., 403 Chelsea (565-7213).

**4824-23 Amigo**

El Paso, TX — Thurs., 11:30 a.m., City of El Paso Municipal Center, 7969 San Paulo (594-8614).

**4810-24 NBC New Horizons**

Lincoln, NE — Fri., 7 a.m., National Bank of Commerce, 13th & "O" Sts. (472-4258).

**4819-25 Eagle**

Shreveport, LA — 2nd & 4th Wed., 2nd — 7:30 a.m., 4th — 3:30 p.m., McDonald's, 312 Texas St. (226-4510).

**4820-30 Lambda**

Chicago, IL — 2nd & 4th Sun., 3 p.m., MCC Good Shepherd Church, 615 W. Wellington (728-8967).

**4805-32 Achievers**

Tacoma, WA — 2nd Sat., 11:30 a.m., Pine Cone Restaurant, 7912 27th West (833-8572).

**4817-36 NOVA**

Annandale, VA — 1st & 3rd Wed., 7:15 p.m., George Mason Regional Library, 7001 Little River Turnpike (938-4961).

**4809-42 Diamond**

Edmonton, Alberta, Can — Mon., 12:05 p.m., Mayfield Inn, 16615-109 Ave. (481-5090).

**4827-47 Toastmasters Luncheon Club**

Nassau, N.P., Bahamas — 2nd & 4th Wed., 12:30 p.m., Same Ole Place Restaurant, Thompson Blvd. (323-6831).

**4830-47 Margate**

Margate, FL — 2nd & 3rd Mon., 7 p.m., David Park Pavillion, 5803 Park Dr. (972-7298).

**4822-49 Winners Circle #2**

Honolulu, HI — Wed., 7:30 p.m., Unity School, 3608 Diamond Head Circle (523-1752).

**4818-56 Humble Opinion**

Humble, TX — Thurs., 6:30 p.m., Duff's Smorgasbord, Highway 59 at FM 1960 (358-6507).

**2513-64 Serendipity**

Winnipeg, Man., Can — Sat., noon, Assiniboine Gorden Hotel, 1975 Portage Ave. (774-0384).

**4799-65 Impressionist's**

Rochester, NY — 2nd & 4th Tues., 4 p.m., Rochester Products Div. of GM, 1000 Lexington Ave. (293-3742).

**4832-65 Nundawaga**

Canandaigua, NY — Thurs., biweekly, noon, Veterans Administration Medical Center, Fort Hill Ave. (394-2000, x 247).

**4796-70 Springwood**

Springwood, NSW, Aust — 1st & 3rd Mon., 7:30 p.m., Springwood RSL Club, Lawson Rd. (39.4338).

**4821-70 Emcees of Kingsford**

Sydney, NSW, Aust — Wed., 7 p.m., Souths Juniors Leagues Club, 58A Anzac PDE (344-5880).

**4831-70 Collieries**

Wollongong, NSW, Aust — Alternate Weds., 6 p.m., Collieries Central Office, Atcheson St. (285211).

**4793-72 Balclutha**

Balclutha, NZ — 2nd & 4th Tues., 7:30 p.m., St. Marks Anglican Church Hall, Renefrew St.

**4795-74 Pretoria 2000**

Pretoria, Republic of South Africa — 2nd & 4th Thurs., 8 p.m., Berea Park Club, Berea Park Ave. (775542).

**4800-U PECL**

Taipei, Taiwan, Republic of China — 2nd & 4th Thurs., 6 p.m., Pacific Engineers & Constructors Ltd., 581 Tun Hua S. Rd., 5th Fl. (706-4690).

**4801-U Atlantis**

Lajes Field, Azores, Portugal — Thurs., noon, Officer's Club.

**4814-U Iron City**

Wabush, Newfoundland, Canada — 2nd & 4th Thurs., 8 p.m., Sir Wilfred Grenfell Hotel, Grenfell Dr. (944-2957).

**4825-U Sohio Producers**

Anchorage, AK — Fri., 5 p.m., Sohio Alaska Petroleum Co., 3111 "C" St. (263-5751/5379).

## Anniversaries

**40 Years**

Washington 237-13, Washington, PA

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Cosmopolitan 515-6, Minneapolis, MN  
Mitchell 495-41, Mitchell, SD  
Marquette 509-41, Sioux Falls, SD  
Vulcan Voices 512-48, Birmingham, AL  
Buffalo Pioneer 506-65, Buffalo, NY

**30 Years**

Crownmasters 1133-4, San Francisco, CA

**25 Years**

Indio 2528-F, Indio, CA  
La Mirada 2555-F, La Mirada, CA  
Summit City 661-11, Ft. Wayne, IN  
North Hills 2472-13, Pittsburgh, PA  
Gun Powder 2562-18, Edgewood Arsenal, MD  
Early Bird 2534-23, Albuquerque, NM  
Navy Resale Systems Office 2285-46, Brooklyn, NY  
State Farm 2385-47, Jacksonville, FL  
Amador Valley 2452-57, Pleasanton, CA

**20 Years**

Athens 1779-14, Athens, GA  
Dunedin 2890-72, Dunedin, NZ

**15 Years**

Morning Glories 3788-7, Portland, OR  
Lucky 3231-36, Arlington, VA  
Sparkling 3602-47, St. Petersburg, FL  
Hutt Valley 3839-72, Lower Hutt, NZ

**10 Years**

Midway 953-10, Lorain, OH  
Canterbury Green 857-11, Ft. Wayne, IN  
CSC 2561-36, Falls Church, VA

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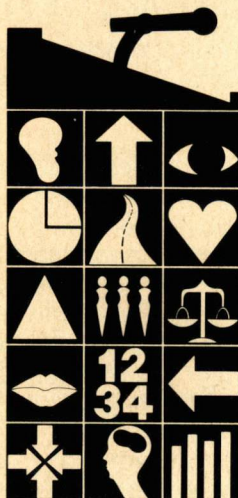
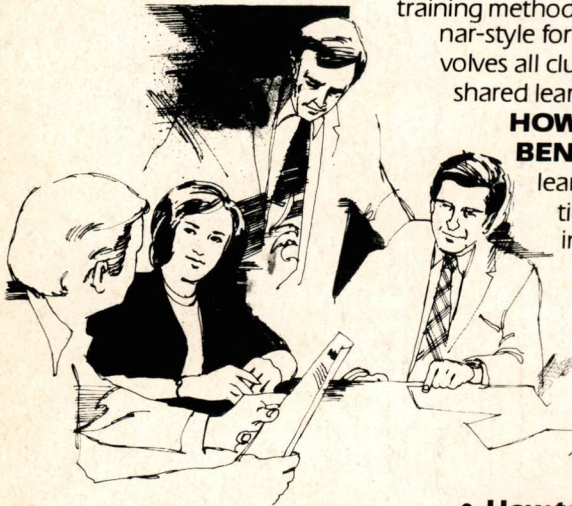
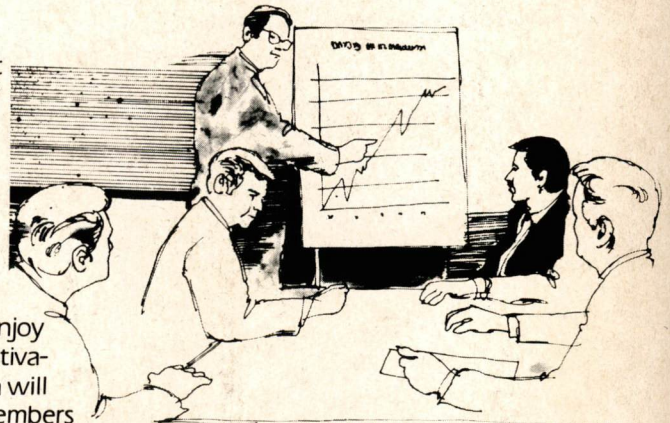
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