

# The Toastmaster

FEBRUARY 1978



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in the Neck?**



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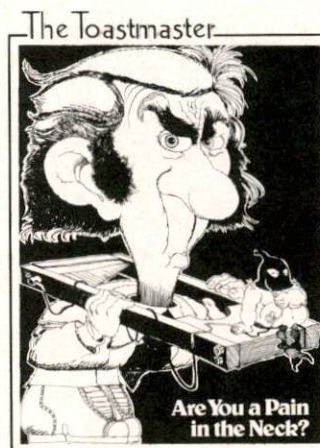
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## COVER

An auto repair shop owner is on the spot as a fuel problem rolls in. "No problem," he says to the customer. "Eddie will throw his wrench at it, and it will be good as new. Sure, you can pick up your buggy at noon. Glad to be of service," he adds with a cheerful smile. Mr. Nice Guy? No. In reality, he's a pain in the neck!



FEBRUARY 1978

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# Letters

## Save the "Best"?

Ever since Aristotle's "Rhetoric," generations of knowledgeable men and women have given us their thoughts, feelings and suggestions on how to give a speech. Fortunately, many of them put their thoughts down on paper — hopefully to be preserved, possibly to be used and benefited from by future aspiring speakers. Many times, however, these ideas and thoughts became lost in antiquity because man had not the foresight to see the need to preserve these valuable records. Aristotle's "Rhetoric" would never have survived to this day if his ideas were not permanently recorded in a book!

My point is this: Through the years, *The Toastmaster* has published many fine and important articles on speech-making, on leadership, on listening, and on the art of communication in general. These articles are timeless! They're important not only to yesterday's Toastmasters, but to today's as well. Although written years ago, these articles can still benefit all Toastmasters — past, present and future.

I have neither the time, patience or money to try to run down older issues of *The Toastmaster*. I, therefore, offer, as a suggestion, a book comprised of the "best" articles written for the magazine. I feel these articles should be preserved for all Toastmasters to enjoy, and should not be lost in the dark recesses of antiquity. A suggested name for the book could be, "The Best of Toastmasters."

I'm sure even Aristotle would be proud!

Rene Wojcik  
Midland, Texas

*Sounds good to us! How about you?*  
—Ed.

## Reflecting on Leadership

Because my car is in the repair shop, I was forced to trudge home today in boots, a heavy coat, and two head scarves. Do you think I was cold? No, my boiling blood was really kicking up the thermostat. Why? Well, after serving for some time in one of my club's

leadership positions, and thinking that my duties were almost completed, I was just given — or suggested — another duty to fulfill by our educational director, who comes on about as subtly as a bulldozer. I agreed to take on the extra work, but I was pretty mad underneath.

I got home, kicked off my boots, and looked at the little old sentimental Christmas tree, with its tiny lights and petite packages beneath it. Somehow, in reflection, my joyous year of leadership all fell into focus.

I remembered that, during the year, we had welcomed six new members into the club, given many speeches, stumbled and learned together, had lots of laughs, and, of course, shared a unique kind of fellowship. Yes, the experience I gained as a Toastmasters officer is one of my many rich blessings, and it always will be.

Yes, Dick, I'll be glad to take on that extra duty you'd like me to. After all, it really isn't any bother at all!

Edyth L. Moes  
Aberdeen, South Dakota

## Coffee, Tea or Me?

*The Toastmaster* is an accomplice in discrimination!

Phil Interlandi's male chauvinistic humor in the November issue of *The Toastmaster* ["We're Only Human"] motivated me into giving a speech entitled, "Coffee, Tea or My Job."

As Toastmasters, we are all very "special" humans. Let us not see anything in future issues of *The Toastmaster* that smacks of sexism.

Corinne Coryell  
Tampa, Florida

## Amateur or Pro?

What rationale supports the concept that our Toastmasters magazine should feature and glorify professional public speakers who, at best, are enterprising but medium grade entertainers who provide an interesting and often mildly amusing performance for their audiences? Are buffoonery and super enthusiasm so priceless that we Toastmasters should seek to model ourselves in their image? If so, should we

abandon our careers and occupations and devote our available time to entertainers, less practicing and rehearsal so that when we get ourselves a professional engagement, we, too, will be able to put on a performance that is mainly bombast, laced with a few "cute" stories, but almost devoid of any real thought-provoking ideas?

I have no ax to grind with the "pros"; in fact, I enjoy listening to them. But that doesn't mean I want to be one of them. And, finding the featured throughout our magazine, advertising and stories, makes me wonder where our magazine is leading us. Public speaking ability, to me, Toastmasters, is not an end in itself but a means to get the message across effectively.

Toastmasters training was never intended to create orators, entertainers or great speakers. Its main purpose is to train our members to speak with clarity and confidence, without nervousness or elevation of blood pressure, and with a modicum of technique.

Toastmasters are preparing themselves to project their ideas, their plans and their solutions as they pertain to their individual professions, occupations or avocations, and few, in my opinion, have the slightest ambition to become a "pro." In fact, the whole subject of Toastmasters is a fascinating one. And our magazine should be loaded each month with helpful material that would make our clubs more interesting and assist in all phases of club activity.

For the few who are turned on to "pros," I would suggest they subscribe to one of the industry journals that professional speakers associations have available.

Robert T. Oel  
Chicago, Ill.

All letters are printed on the basis of their reader interest and constructive suggestions. If you have something to say that may be of interest to other Toastmasters, please send it to us. Letters are subject to editing for reasons of space and clarity and must include the writer's name and address. ■

# The Way I See It

by Durwood E. English, DTM, International President

In any organization that sets yearly goals or objectives for itself, there comes a time of year when those goals or objectives must, somehow, be impartially evaluated to determine the success or failure of the overall program. Since we, as an organization, did indeed set lofty goals for ourselves at last year's convention in Toronto, I think it only appropriate midway through our 1977-78 year to take stock of what we've accomplished, and then to determine what — if anything — can or should be done in the remaining months.

I'm pleased to say that we've seen a good increase in membership and clubs over the last few months. This, you will recall, was one of our basic goals. A quick look at the figures also reveals that we are basically on target when it comes to educational accomplishments, the second of our major goals. For this, I commend all of our club and district leaders, as well as every member of the organization.

This growth — both in numbers and in education — is essential if we are to remain a viable commodity in today's world. The very fact that we have met — and even exceeded — two of the most important goals we set for ourselves shows that we care about what we're doing, and want others to know it. We're moving in the right direction and can, with your help, continue this for the rest of the year. "How?" you ask. It's really very simple.

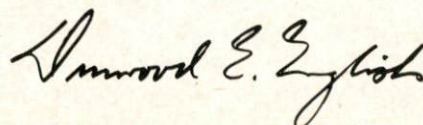
In the months to come, you, as an individual member, can help us reach or exceed our membership goals by bringing a guest (or even better, a new member!) into your club; by taking an active part in our three yearly membership programs ("Help . . . Share . . . Grow," "Anniversary Month," "Spring into Action"); and by simply helping to "spread the word" of Toastmasters. More importantly, you can help us reach our educational goals by regularly giving speeches from one of our two fine Communication and Leadership manuals, and by sending the "Record of Progress" to World Headquarters when you've completed a manual. By helping us, you'll also find that you are helping yourself.

Up to now, I've talked primarily about what you — the individual member — and our club and district leaders have done to help us meet our goals. Let me shift a bit to mention what I think have been the major accomplishments of your Board of Directors and World Headquarters management team. I am, of course, referring to the myriad of new and revised training and educational programs that have been completed within the last year-and-a-half.

These people have done an outstanding job in making the decisions and in preparing the programs that are helping us achieve the success we are currently enjoying — programs that will also have long-range effects on what Toastmasters will achieve in the future. Programs such as the revised Communication and Leadership manual, the Area Management Handbook, the new Club Management Handbook — and their associated training programs — immediately come to mind. In addition, there's the exciting new Leadership Program, and the improvement to our Advanced Communication and Leadership manual — both new projects currently in the works. And the list goes on and on.

To all of you, I'd like to say how extremely proud I am of all of our accomplishments to date. I know that, with your continued participation and effort as members of one of the finest organizations in the world — built on the kind of educational programs I've just mentioned — we are destined for success.

Let's do it together! ■



## We're Making It Happen Together!



*Of all the different kinds of speeches given by today's orator, there are probably none more important than the one he'll give when he introduces another speaker. Unfortunately, there are probably none more misunderstood.*

# It's My Privilege to Introduce...

by LilyB Moskal

**A**s Toastmasters, you will occasionally be called upon by other organizations to speak to them. However, early in your speaking experience you will probably be more frequently called upon to *introduce* the speaker.

This is an extremely important assignment and should not be taken lightly. It takes a good speaker to accomplish his objectives with no introduction other than having his name mentioned. However, it takes a *great* speaker to overcome a bad introduction.

Yet as important as the role of the introduction speech is to a successful speaking program, it is probably given the least consideration in most situations.

Normally, an experienced speaker will provide you with adequate background information in writing long before you are asked to make the actual introduction. However, it is your responsibility to bring the audience to the speaker and properly launch him in the direction he wishes to go.

Once while waiting to address a group, the program chairman to whom I had sent enough material to introduce

the Queen of England merely said, while introducing me, "We have to speak to us this morning LilyB MosKAL (pronouncing my name incorrectly to boot!). I am sure you will enjoy what she has to say." When I stood to address the audience, I could feel them thinking, "Yeah, who is she and what makes you think I'll enjoy what she has to say?"

## The Four Questions

An introduction speech must answer four basic questions that an audience is always unconsciously asking: 1) Why this subject? 2) Why this subject at this time? 3) Why this subject at this time before this audience? 4) Why this subject at this time before this audience by this speaker?

In some cases these four points could be adequately covered in less than one minute. Others will take longer. However, you should never digress or get off on a course that does not answer them.

Our Toastmasters Communication and Leadership manual tells us that an introduction "should build a bridge between prior topics, such as Table Topics or another speech, and the emotional appeal of the speaker." But it should also set the stage and blend into the

mood of the subject matter. If, for example, it is going to be a humorous speech, the introduction should indicate this. If it is going to be a serious talk, the introduction should not be on the light side. And for goodness sake don't try and be funny at the speaker's expense and embarrassment.

Not long ago I was present at a large convention when the master-of-ceremonies, while introducing the speaker, told a well-known, prominent figure, told a silly, pointless, degrading story with the speaker as the main character. It made the introducer look ridiculous, and the stage was badly set. The speaker was then forced to needlessly overcome an unnecessary obstacle.

Another such experience happened to a friend of mine, who was being introduced to speak to a prestigious group of bankers on a serious subject of money. The man introducing him to the audience they had to drag the "night's speaker" away from a cocktail party in order to give the speech, while actually he had not even been to the party or even had a drink. This, obviously, was in very poor taste. Do not be guilty of such a breach of etiquette.

## Just Introduce the Speaker

When you are introducing a speaker

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er steal his thunder by giving away  
s of his speech or by giving a speech  
our own. Remember, you are there  
tly to introduce the guest speaker.  
star billing belongs to him — or her.  
st importantly, do not give away the  
aker's name until the very end of  
introduction. Simply refer to him as  
r speaker" or "the person who is  
g to speak to us tonight."

ince the last words of the introduc-  
are to be the speaker's name, be  
e you pronounce it correctly. Re-  
mber that the sweetest sound to a  
son's ear is his name, so be sure it  
correct. If it is difficult to pro-  
nce, practice it over and over until  
can pronounce it as well as your

When you are ready to announce  
name, be sure you are looking at  
audience and not at the speaker.  
er you have pronounced his name  
arly and distinctly — and *correctly* —  
m to the speaker. This will be your  
y of telling him that the show is his.  
e have all seen examples of the  
ong way of doing this — where the  
or speaker feels (and looks) like a  
ck-in-the-box, with the introducer  
nouncing his name several times,  
nd in so doing, causing the speaker  
think that it is time for him to go on.  
er you have finished, wait until the  
peaker comes forward, shake his  
and, and be seated. Do not leave the  
tern until he gets there. After the  
peech, return to the lectern to thank  
m with a few appropriate words of  
ppreciation and praise.

### Build Their Interest

By painting an interesting picture  
about the speaker and his subject, you  
will gain attention by building up your  
introduction with enthusiasm and with  
the tone of your voice. Consequently,  
when you are ready to actually intro-  
duce the speaker, your audience will be  
sitting on the edge of their chairs, so  
excited they can't wait to hear who he  
is and what he has to say.

As an example, I have included the  
following introduction given by me at  
the National Speakers Convention in  
Phoenix last summer, where I was  
asked to introduce the prominent space  
artist, Robert McCall. So much had  
been written about him in various  
magazine and news articles that my  
task was not so much to find enough  
to introduce him with, but rather to  
condense pertinent and relevant in-  
formation in order to interest the audi-

ence in listening to this unusually fine  
artist.

Instead of using the well-worn  
phrase, "We are indeed fortunate in  
having as our speaker today a man  
who. . .," I decided to take the audi-  
ence on a journey that would set the  
stage for the slide presentation the  
artist planned to use that illustrated his  
conception of the magnitude of future  
space travel. I began. . .

"Come with me on a spectacular  
journey to the Milky Way and to the  
stars and planets beyond. We will  
moonbathe under a crystal dome and  
perhaps play a slow motion game of  
tennis! And we won't even have to  
leave our seats, for our speaker this  
morning is going to take us on such a  
journey. Through his brush strokes we  
will have the opportunity to see into the  
future, for he is a dreamer . . . a star-  
gazer . . . a man with limitless vision  
who brings this vision to canvas in a  
burst of color and imaginings!

"He is no da Vinci, not a Galileo, but  
rather more like a von Braun in an artist  
beret — an eminently qualified artist  
who makes dreams of man's future in  
space come true on canvas.

"A bombardier in World War II, an  
active participant in the Air Force Art  
Program, he began his professional  
career while still in high school in  
Columbus, Ohio, when he painted a  
portrait of his dentist's Irish setter.

"He lives quite comfortably in the  
future, his brush moving easily to  
depict such concepts as space plat-  
forms, silvery cities spinning through  
the unknown like wheels, transporta-  
tion centers floating over the Arizona  
desert, and varieties of space vehicles.

"Through the years he has worked

for many prestigious advertising, pub-  
lishing and illustration firms both in  
Chicago and New York. He painted  
the promotional material for such films  
as *2001: A Space Odyssey*, *Ice Station  
Zebra* and *Tora! Tora! Tora!* He also  
has done illustrations for *Colliers*,  
*Saturday Evening Post* and *Life*. A  
selection of his paintings makes up a  
lavishly illustrated book, *Our World in  
Space*, published in 1974.

"However, his most ambitious work  
to date is a mammoth space mural —  
68 feet wide and 62 feet high — that  
depicts in acrylics a cosmic tour of the  
past, present and future. The mural is  
located just inside the entrance of the  
new National Air and Space Museum  
in Washington, D.C. The artist's cur-  
rent project is a giant mural for Hugh L.  
Dryden Flight Research Center, NASA  
facility at Edwards, California.

"Arizona is now home for he and his  
wife, Louise, also a successful artist,  
where they live on a street named —  
would you believe — Moonlight Way!

"What an honor and a privilege to  
have the opportunity to introduce to  
you a talented, prominent artist, op-  
timist and a visionary — a man who has  
confidence in the survival of humanity  
— a very fine American . . . Robert T.  
McCall!" ■

*LilyB Moskal is a charter member of  
the Venetian Club 952-47 in Fort  
Lauderdale, Florida. A former radio  
and television broadcaster, she now  
devotes all her time to speaking profes-  
sionally and conducting sales and  
management seminars. Her husband,  
Tom, is educational vice-president of  
the Pompano Beach Club 3003-47 in  
Pompano Beach.*

# Are You a Pain in the Neck?

by Yvonne Michie Horn

An auto repair shop owner is on the spot as a fuel pump problem rolls in. "No problem," he says to the customer. "Eddie will throw his wrench at it, and it will be good as new. Sure, you can pick up your buggy at noon.

"Glad to be of service," he adds with a cheerful smile.

Mr. Nice Guy? No. In reality, he's a pain in the neck.

Warm, personable, eager to please, he meets life with a joke. More than anything, he wants to be liked. All these are good qualities. So what's wrong? Not a thing — unless someone is counting on him to get something done.

Overuse of his positive qualities and his desire to be liked make him give over-optimistic replies. He knows the fuel pump can't be repaired by noon. But this morning he wants that customer to like him. In fact, he wants four customers to like him. When they all appear at noon, he'll meet the new problem with a joke, and he'll clown around to make them laugh.

In truth, however, he's not very funny. He fits to a "T" the description of one of Dr. Robert M. Bramson's six most commonly encountered "difficult" people. The auto repair shop owner is the pain in the neck Dr. Bramson calls Over-Agreeable (But Does Nothing).

## The Difficult-Person List

Dr. Bramson, a California-based organization and community consultant and a member of the American Psychological Association and the American Society for Training and Development, compiled his difficult-person list from questionnaires that asked respondents to vote for their least favorite, most frequently encountered pain in the neck. Filling out the top six, along with Over-Agreeable (But Does Nothing), are Indecisive,

Unresponsive, Hostile, the Expert and the Complainer.

"The hardest thing about putting a stop to being a difficult person is recognizing that you are hard to get along with," says Dr. Bramson. "But that's exactly what must be done." And he adds a guideline to help you realize whether you are one of those "hard to get along with" types.

"Most often," he says, "difficult behavior stems from too much of a good thing — the overuse of a positive quality that has stood you in good stead and that has helped you achieve the successes you enjoy today."

If you suspect your agreeable qualities have run amok, for example, list them and extend them into what might happen should they be overused. Then look for these clues. Are you upset if someone seems not to like you? After a while, do the smiles around you become forced? Are people always trying to pull you back to the point — "That's funny, Charlie, but when will my car be ready?"

So, what to do? "The first thing is to stop wishing you were different," says Dr. Bramson. "Instead, deal with what you are."

## Stopping the Pain

Here is Dr. Bramson's three-step plan to help you deal with your pain in the neck behavior. Before an encounter, alert yourself to those things you might do that could lead to difficult behavior. The over-agreeable person's list might include: make promises that I can't keep, distract people by complimenting them, clown around. Then during the encounter watch for signs that you are overdoing it. At the first sign, stop talking. Get a drink of water or do anything else that will break your behavior. Afterward, review the encounter. Next time you'll do better.

What if you are on the receiving end of Over-Agreeable's behavior? First, as with all six pains in the neck, stop wish-

ing that he was different and deal with reality. In this case, a person who desperately wants you to like him. Pay special attention to him. Ask about his family. Admire his tie, his coat, his nose sign out front. Then he won't have to worry so much about how well you like him.

Help him curb his over-optimistic replies with hard facts: "You've got a long lineup here this morning, Charlie. Make it clear that when conflict comes up, it doesn't bother you. Listen to his humor. A comment like, "Well, there, Mr. Always-in-a-hurry. Ha, ha, may tell you something about the situation. Then you can say, "Not much in a hurry today, Charlie. How much time do you need?"

Opposite of talkative Mr. Over-Agreeable is Silent Sam, who is hard to get along with because he's Unresponsive. If you fit that difficult behavior, you're pushing the positive quality of being a good listener to its ultimate extreme.

"If you're like most people who are unresponsive, you are totally unaware that your silence is causing others discomfort because you are responding — inside," says Dr. Bramson. "Your problem is that you neglect to let others know."

If you suspect you are an unresponsive pain in the neck, examine the long conversational pauses that distress you not at all. You'll soon see the distress of those around you.

Do people seem restless and impatient with you? Do they repeat themselves, answer their own questions, so, you can safely assume that they are squirmingly aware of the conversational spaces left vacant by your expected — but absent — response. Chances are, they'll read that lack of response as hostile criticism, disinterest or boredom.

What can you do?

"An outwardly unresponsive person



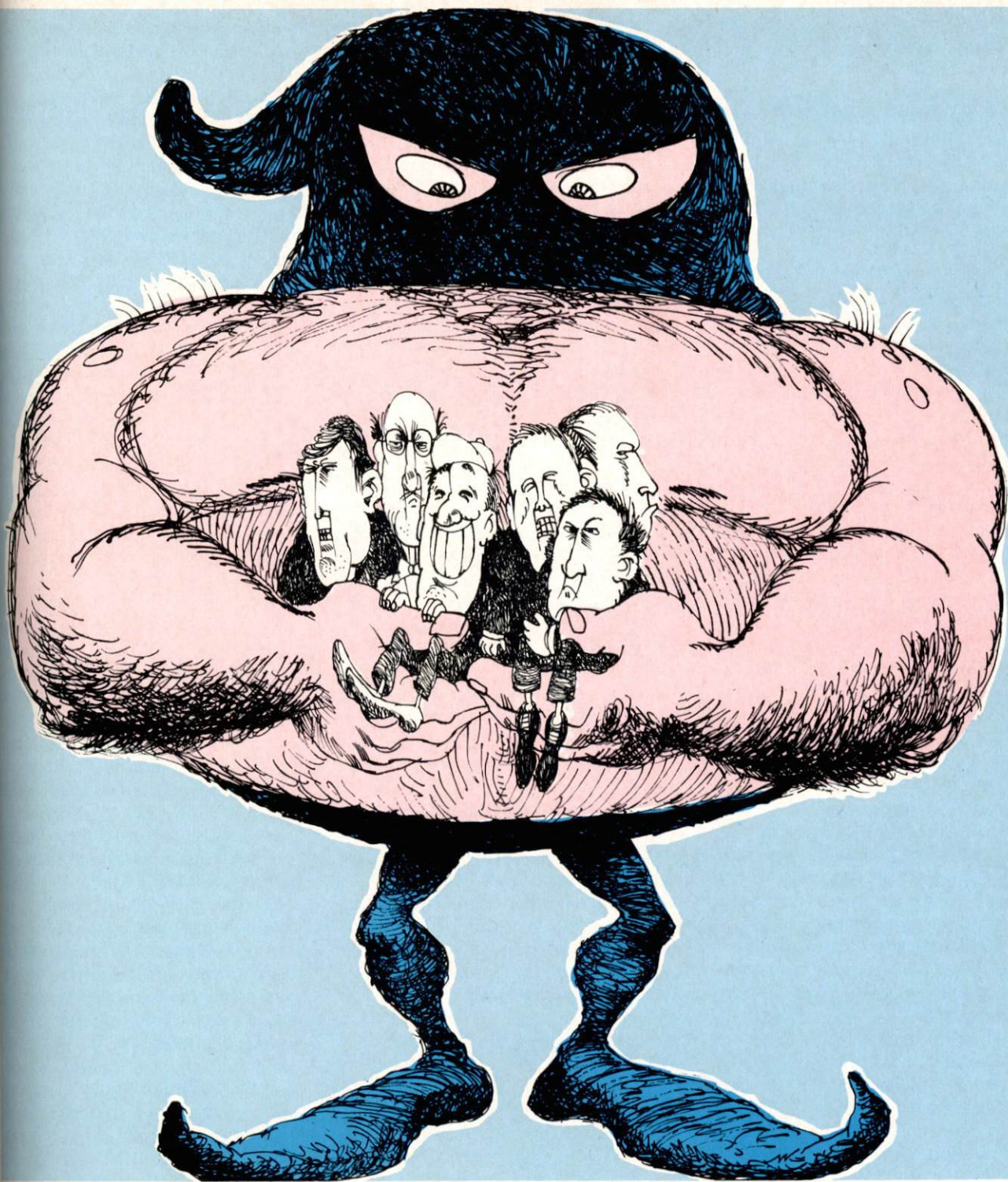


Illustration by Joel Barbee

can make life more satisfactory for himself and more comfortable for those around him if he'd not assume people know he's interested," says Dr. Bramson.

If you are in a meeting, take notes. Comment on your own lack of vocal participation — "Even though I haven't said anything, I'm right with you." Nod your head at appropriate moments. Make encouraging noises.

Now, suppose you've tapped on Mr. Unresponsive's door to report on the annual performance review. You go through your spiel, complete with facts and figures, and are met with nothing — not even eye contact. He's gazing out the window.

"Don't fill that agonizing silence by restating facts from your report or with social chitchat," says Dr. Bramson. "Instead, ask an open-ended question,

such as 'How do you react to what I've said up to now?'"

### **The Expectant Stare**

The question is best accompanied by what Dr. Bramson calls the friendly, expectant stare. Lean forward, eyebrows raised, and wait. With luck, the unresponsive person will become aware of the silence — he's used to others jumping in to fill it — and sneak a peek to see what's going on. "He'll

be met with your air of expectancy," Dr. Bramson explains, "and that stance has a real pull."

If the expectant stare fails, question him directly about his seeming lack of interest. "What does your silence mean? What's going on between us?" If he's a hard-core Silent Sam, it's important to end the interaction with you in control. "Well, I see we can't get into this today. Let's set up another appointment."

Pain in the neck number three is the Complainer. When he's not overdoing it, the complainer is an aware person who is willing to speak his mind about what's going on. Overdone, his voice combines the sounds of a whining child and a scolding parent.

Could you be a complainer? Listen for your frequent use of these key words: *always*, *never* and, *yes*, *but*. Complainers say, "You *always* are late." "You *never* answer your phone." Complainers also hitch their nagging, nit-picking thoughts together with a series of *ands*. If the listener offers a suggestion to set things right, the complainer responds, "Yes, but. . ." and goes on with his string of complaints.

Guilty? Dr. Bramson suggests that on your way to a complaining session ask yourself, "How do I want this to work out?" If no answer comes to mind, you likely are not interested in solving problems. Instead, you are looking for love and attention by whining, "How can you do these terrible things to poor little me?"

### Confronting the Complainer

When you are confronted by a complainer, "Acknowledge, in a limiting way, that you hear what he is saying," says Dr. Bramson. Because complainers rarely pause, however, you may have to interrupt to get in your limiting acknowledgements: "Let's see if I got what you're saying. Last Thursday you tried to call me four times." Under no circumstances agree or defend yourself, even if an arrow hits him. Complainers are happiest in an I-attack, you-defend, I-reaccuse situation.

So stick with the facts: "You say that you wrote me and then waited a long time for an answer. Here in our files is your February 5th letter and our reply on the 18th." And Dr. Bramson suggests that you not gloat when you present the letters. Instead, maintain a problem-solving stance.

You may have to interrupt again to ask directly, "If this discussion could turn out just the way you want, what would that be?" When the complainer responds, "Well, I guess I want you to fix my toaster," then you can move directly into problem solving and say, "Let's look at the warranty. Here's what we can do." And hope the complainer doesn't say, "Yes, but I don't see why you people always put out things that always break."

Let's look at pain in the neck number four: He's Indecisive. "Indecisive people are serious individuals," says Dr. Bramson. "They listen to you, offer suggestions, but most of all they want to be helpful."

Their problem is that a decision can put them in the position of not being helpful to someone. If Mr. Indecisive places an order with the salesman from the Blake Company, for example, he can't order from the Jackson Corporation representative. He can't be helpful to both. So he sits, unable to act.

### A Collector of Data

If you are an indecisive person, you are probably also an insatiable collector of data. As long as you're reading up on a problem, telephoning associates for opinions, or waiting for informative letters to arrive, you can put off a decision. With luck, you can keep up your fact-gathering activities until the need for a decision goes away.

OK. You'd like not to be pulled apart over a decision. Make a checklist of what might happen should you push your positive, helpful, considerate qualities to an extreme. Once alert, you can begin to alter your responses. Make deadlines for yourself: "I will call you with my answer at 2:15 this afternoon." If you suspect your data collecting is more procrastinational than informational, ask yourself, "How will this topographical map of Wyoming help me plan my Scout's troop weekend at the ocean?" Throw the map away and set a date for the outing.

If you need a decision from Mr. Indecisive, it's natural to try to persuade him to decide your way. But the other side is doing that, too, and Indecisive's stress is building, making it even more difficult for him to arrive at a proper decision.

"Stop pushing and pull back," says Dr. Bramson. "Work very hard to help him tell you what his conflict is." Then you can say, "I see. Charlie has a good idea, too. Maybe we can fuse our

ideas." Cut back on the alternative you offer; he has enough trouble with one or two.

Or perhaps he thinks your plan is good but finds it difficult to tell you that he feels you are not the man to put it into action. Encourage him to get that kind of thinking out in the open: "Any plan has good aspects and bad. Let's talk over." Says Dr. Bramson, "Make it as easy as possible for the indecisive person to tell you what he knows you don't want to hear."

Number five, the Hostile pain in the neck, has no trouble telling you what you don't want to hear. Blaming, yelling, sarcastic — people flee hostile persons. They care little who they hurt.

### Are You Hostile?

Do you fill the hostile bill? You are strong, direct, competent and aggressive. Because of your competence, you likely hold a position of power. You are the boss, the mayor or member of the planning commission. If you suspect that the aggressive quality that helps you succeed has turned into a clobbering fist, begin to rephrase the directives with which you pride yourself.

Instead of saying, "That's the stupidest idea we've heard today," say, "As I listen, I have a lot of questions." Take time to ask yourself, "Am I attacking the work in question or the person?"

How do you deal with a hostile person? Head on. But not by fighting with him; he's better at that than you.

Dr. Bramson tells of sitting in on a division head's presentation to a firm's senior vice-president. As the division head moved into his pitch, the vice-president stood up and cut him off with, "I've had enough of this. You're wasting my time."

Clued in on how to deal with a hostile attack, the division head gave himself a moment to work through his feelings of hurt and anger. Then he turned to his hostile higher-up and said, "I hear that you think my idea is not good. I disagree. I believe my plan fits the problem. I ask you to sit down until I finish. Then we can talk about whether it meets the situation." His plan was accepted.

"Hostile people perceive you out of existence unless you stand up for them," Dr. Bramson says. And then adds, "It's crazy. When you do, they want to be your friend!"

Last on Dr. Bramson's list of people you wish you didn't know is the Expe-

... he's a real expert, not a phony  
... The expert takes great pride in his  
... of expertise. He does his work  
... he values accuracy. All these are  
... qualities.

But when pushed to the extreme,  
the expert feels the job is more  
important than people. His ego be-  
comes firmly attached to his work; any  
contradiction is viewed as an attack on  
competency. When questioned, he  
tries you with more than you wanted  
know, or he throws up his hands and  
says "It doesn't matter whether you  
understand it, just do it."

"The simplest way to find out  
whether you're an annoying expert is  
to ask the people around you," says  
Dr. Bramson. But it's important to  
phrase your question carefully.

"Do I come across as a know-it-all?"  
will probably be answered, "No," to  
soothe your feelings. "Do I sometimes  
give a bit too much detail when I  
answer questions?" can be answered  
with a gentle "Yes." And if you're  
telling that, you're probably doing it all.

### Dealing With the Expert

How do you deal with the expert?  
Again, stop wishing he were different  
and move purposefully into a subservi-  
ent position," advises Dr. Bramson.  
You've got to live with him, so do so  
at the least cost to your own ego and  
strength."

For instance, if the expert won't con-  
sider any idea but his own, frame your  
idea as a question for him to "expert"  
on. But be prepared for him to wrap  
your thoughts in his and claim owner-  
ship. If you suspect he's made an error,  
resist the impulse to say, "You're  
wrong!" Experts have touchy "threat"  
buttons and "You're wrong!" will be  
viewed as an attack.

Instead, counter his "I know better  
than you" attitude with questions that  
will allow him to find his own errors:  
"How will this work over the next six  
months?" Let him discover that more  
technical help will be needed. Experts,  
more than anyone else, believe in facts  
and figures — especially their own.

Over-Agreeable (But Does Nothing),  
Unresponsive, Indecisive, Hostile,  
the Complainer and the Expert —  
all pains in the neck. But once in  
touch with how pain in the neck  
behavior feels and sounds, it's not too  
hard to deal with it in associates,  
customers, friends and — just possibly  
— yourself. ■

## There isn't one good reason for you to come to this year's International Convention. . . There's five!

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. . . and gain new insight into what makes them the best at what they do.

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. . . and hear nine of the finest speakers in the entire world of Toastmasters.

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**August 16-19, 1978**  
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*Every time you get up to speak, at least ten percent of the people in your audience are going to have trouble hearing you — not because you're speaking too softly, but because they're simply hard of hearing.*

# Why Part of Your Audience Goes to Sleep

by David C. Guilbert

**W**hether you believe it or not, you and many other speakers fail to reach at least ten percent of your audience every time you appear. It's true. But it's not because those people aren't interested. It's simply because they don't understand what you say.

For years I spoke before groups and hearings — large and small — without ever discovering that part of my listeners had problems that caused them to miss what I had said.

It has been only since I lost much of my hearing, and have to depend on a hearing aid to help me understand, that I realize most speakers are as ignorant of this situation as I was. Now I know why some in my audiences went to sleep, read a paper or looked out of the window while the rest of the crowd seemed to be interested — even amused or pleased — with what I was saying.

## The Hidden Problem

I can testify that I, like many others with hearing losses, can hear the sounds a speaker makes, yet am unable to comprehend what those sounds mean. I want to know what the lecturer is saying; I came to his program for that purpose. But I have learned from bitter experience that many speakers seem unaware of these problems and, as a result, I will be able to take in but a small portion of what they have to say.

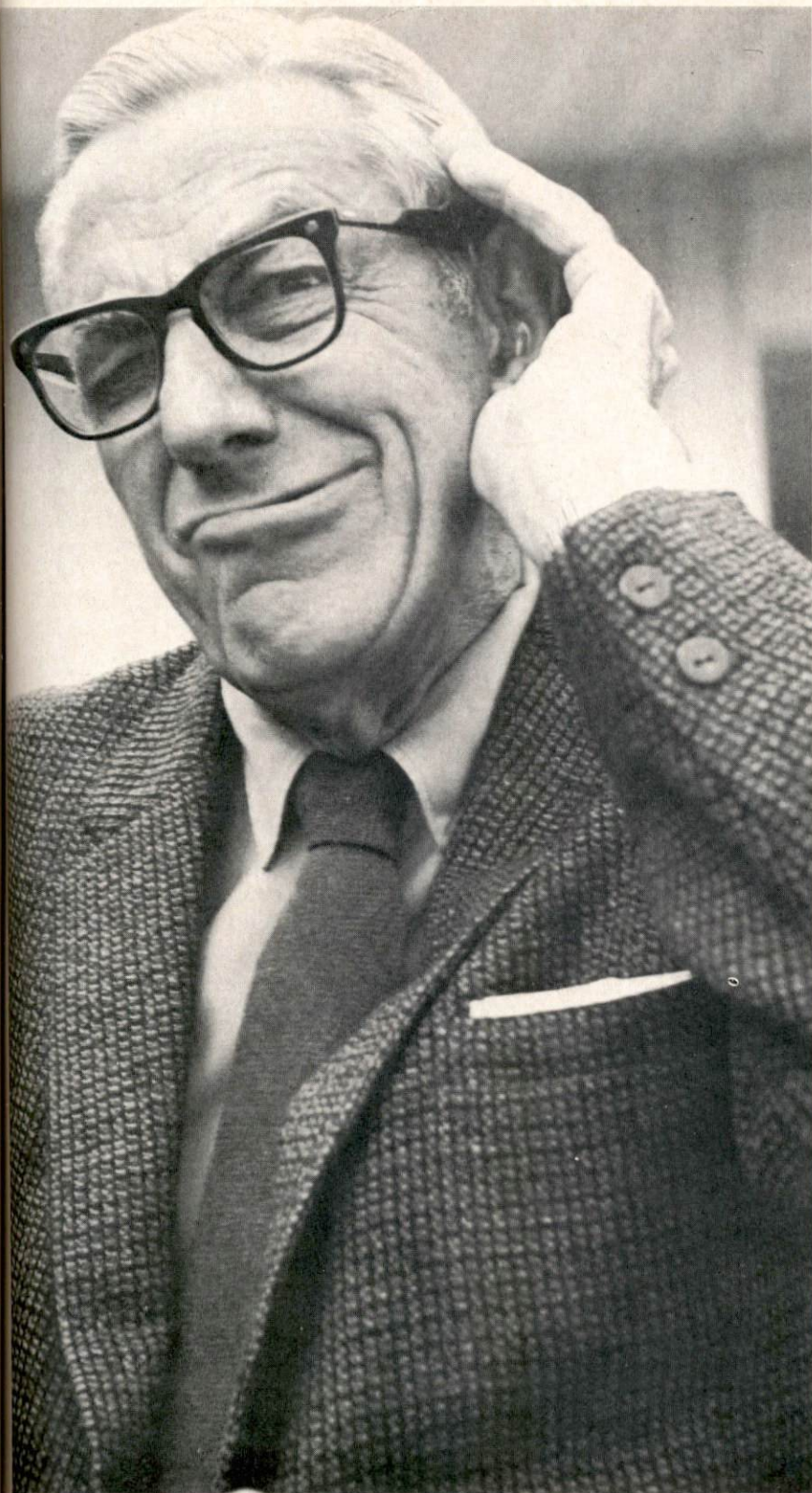
You, as a speaker who talks for a purpose — to educate, entertain or sell — can't afford to write off this substantial part of your audience. The hard of hearing may make up as much as one-third of your crowd, and you will never know of their failure to understand you.

Look at the figures. The most recent nationwide census of the hard of hearing done for the U.S. Department of Health, Education and Welfare reports over 13 million people have signifi-

cant hearing losses, one in 15 of the population. Unfortunately, the proportion of those with hearing trouble is growing due to industrial noise, today's amplified music, and because people are living longer into the period when hearing naturally declines.

Thus, with audiences made up largely of adults, you can expect a minimum of ten percent of your listeners will have hearing problems. By recognizing that this group exists in almost every audience, you can reach many of them without impairing your presentation. Here, then, are some of the things you can do that will help *all* your listeners, especially those ten percent you are losing now:

- *Watch the lighting.* Pay attention to the lighting in the place you are speaking. If you can, see to it that there is strong light on your face. Most people with faulty hearing, consciously or unconsciously, lip-read. For a while at the service club I attended met in



your own gestures can hide your mouth enough to make it difficult for lip-watchers to see what you're saying. I assure you it's a frustrating experience to sit near the front in an auditorium just to see the speaker's lips and facial expressions, and then to see him ducking behind the microphone every third word.

Also, if you are reading during your presentation, make sure you're not holding the paper in front of your mouth. The minute you do this, or look down to read, you're sure to lose most of your listeners who depend on their eyes as well as their ears to understand you.

- *Move your head slowly.* As a speaker, you turn your head as you look from one part of the audience to the other. Do this more slowly, and address each part of the room for some time. Avoid quick head movement; this will distract your face watchers as they try to see your lips and expressions.

- *Use gestures to tell your story.* Many speakers use gestures only to emphasize a point. You can help your listeners to better understand what you're saying by occasional use of a gesture or facial expression to add to your oral descriptions, just as you would in face-to-face conversation. Show the size of your fish, the swing of the golfer, the speed at which something is moving.

- *Speak somewhat more slowly.* Train yourself to speak more distinctly and slowly. Instead of speaking to reach the last man in the last row of seats, ease his strain and help all the people with hearing problems by raising your voice to reach an imaginary row of people ten feet beyond the back row. (This is particularly important when there are a lot of gray heads in your crowd!)

- *Check your PA system.* Keep in mind that it's understandability that counts. If you're to use a public-address system, try to check it out before you start. Be sure it is giving out a clear signal with a minimum of vibrations, rattles or hissing. Many's the time I've struggled unsuccessfully to tune my hearing aid to offset such bad distortions.

- *Don't try the joke, "Raise your hand if you can't hear me."* It's no joke to those who can't hear. Try asking your audience, "Will those who can hear me clearly please raise your hands?" Then assess how well you are

HOW'S THAT? From a tenth to a third of your audience have hearing problems. Yet you can reach most of these listeners if you take some simple steps to reach them.

ended, half the time I didn't even know who the speaker was, much less the subject of his talk.

- *Don't hide your face.* Avoid having your mouth covered while you are speaking. A high rostrum, a microphone, a bunch of flowers, or even

room with the speaker's table set in a shadowy niche. When the meeting

reaching your crowd. If those in the back seem to be in trouble, ask them to move up front or raise your voice to reach them, and try again. This gesture will win you many friends, even among those whose hearing is unimpaired. It's no fun to strain to hear a speaker.

• *Eliminate the sleepers.* If you have been writing off the elderly in your audiences who seem inattentive, as well as the ones who go to sleep in the middle of your talk, don't. Rest assured that, generally, their trouble lies in their inability to understand you. They try to take in what you're saying for a while, but the strain becomes too much. They turn off their hearing aids, or stop paying attention to something they can't comprehend. They go to sleep out of the sheer boredom of hearing incomprehensible chatter. You can make yourself understandable to most of them if you reach out to help them.

If you'll keep these steps in mind, you'll be happily surprised at how well you pick up most of the ten plus percent of your crowd you've been failing to reach.

There's another point to remember, however. If you're selling something — and what speaker isn't? — you've increased your prospects without having to make another speech. And if you're a political speaker, there's an even more important consideration. A check of voting age groups will show that almost seven out of ten of those over 65 will vote, compared with about half of the rest of the potential voters. It, therefore, stands to reason that if the elderly listeners who have hearing problems can understand what you're trying to tell them, you can ultimately secure more votes.

So brush up on all the tricks of reaching the hard of hearing. Make more friends for your cause and yourself by reducing the number of those unhappy souls who now leave your meeting shaking their heads and saying to their wives, "What was that fellow talking about, anyway?" ■

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*David C. Guilbert spent nearly 40 years as a public relations man, legislative representative and secretary/manager with the AAA motor club in eastern Washington and northern Idaho. Now retired, he is presently spending his time doing some part-time freelance writing.*

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# The Idea Corner

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## Isn't it Time YOU Applied?

In the past few months, we have received a great number of letters from Toastmasters around the world asking us for information on two of the organization's most prestigious awards — the Able Toastmaster (ATM) and Distinguished Toastmaster (DTM) certificates of achievement. To find the answer to their question, we went to Bruce Anderson, manager of World Headquarters' Education and Club Administration Department.

"The ATM and DTM awards are recognitions of educational accomplishment, dedication to Toastmasters and community involvement," says Mr. Anderson, "three key aspects of a well-rounded Toastmasters experience. This experience, gained by those who take the extra time to achieve ATM or DTM, is an asset to any club, as well as to the person reaching the actual goal.

"If you qualify for one of these awards, you will receive a handsome certificate, and a letter will be sent to your employer telling of your outstanding accomplishments. ATM and DTM pins are also available exclusively for those earning these significant awards."

According to Anderson, many Toastmasters may already qualify, or be very close to qualifying, without actually knowing it. Check this list to see how close you are.

### *Able Toastmaster (ATM)*

- Completion of both Communication and Leadership manuals
- Three years' continuous membership prior to application
- Service as an elected club officer
- At least three outside speaking engagements

### *Distinguished Toastmaster (DTM)*

- An ATM
- Five years' continuous membership prior to application
- Coordinator of a registered Speechcraft course within the past two years
- Coordinator of a registered Youth Leadership Program within the past two years
- At least five Speakers Bureau speeches
- Service as a club and (except U-clubs) district officer
- Sponsored five new members in the past year
- Sponsored a new club or saved a low-membership club

If you think you qualify, or are close to qualifying for one of these awards, World Headquarters will be happy to supply you with ATM or DTM application forms so you can read the exact details of this program. If you don't qualify, why not clip this page and save it for future reference?

After all, maybe it's time you applied for ATM or DTM.

## Everything You Always Wanted to Know About Volunteers. . .

The National Center for Voluntary Action publishes a magazine called *Voluntary Action Leadership*, and if it can't answer your questions, nothing can. Published four times a year, VAL is dedicated to serving the needs of volunteers and voluntary organizations involved in community problem solving. Each 48-page issue contains new program reports, profiles of individual volunteers, advice, opinions, legislation updates, research, resource listings, fund raising tips, public relations ideas and, of course, regular "how-to" features on volunteer recruitment, training, motivation and recognition.

For more information on VAL, write to: Voluntary Action Leadership c/o National Center for Voluntary Action, 1214 16 St., N.W., Washington, D.C. 20056. ■

A number of highly visible women are making their mark at the top of the corporate pyramid, but the real impact is yet to come.

# Women At the Top

by Roger Morris

lot of us look at ourselves too humbly and tend to regard ourselves as less capable than Katharine Graham says, choosing words carefully as she glances the room and out the window of publisher's office of *The Washington Post*.

Perhaps it's a generational thing, she explains, "because women in their 30s and younger seem to have this feeling. But almost none in my generation still feels it to some extent — generally subconsciously. We apologize too much. We're less direct."

It's not the kind of statement that you would expect from the publisher of a television executive who has been named the most powerful woman in the United States. It was Graham who led up the Watergate team spearheaded by Woodward and Bernstein, which, to a great extent, caused the resignation by an American president. It was Graham who guided the newspaper through one of the most bitter and divisive newspaper strikes in recent years, missing just one day's publication.

Katharine Graham is one of a handful of women who are flourishing at the top of the business world, a world still dominated by men. While what is true of any one of these women is not necessarily true of the others, a number of similar ideas were brought up by women executives interviewed by *Pont Context*:

Like Graham, most say they have individually raised questions which society has for centuries asked women in general. But most also believe that self-introspection has given them both strength and flexibility that many of their male counterparts lack.

Most believe that sex barriers to corporate positions — and the stereotypes that go with them — are gradually fading.

And most of the women inter-



KATHARINE GRAHAM (WASHINGTON POST) — "I don't know of a single woman whose thinking hasn't changed . . . as a result of the women's movement."

viewed think that it will be years, perhaps decades, before the wave of young women now in entry-level jobs truly integrates business by occupying those middle management positions which are now almost totally male.

The picture they paint of women in management is both bright and bleak.

## More Women Managers

It is bright if one considers that the number of women in professional, managerial, technical and administrative positions has increased over the past decade from 4.4 million in 1965 to 7 million in 1975, according to the Department of Labor. One out of six

young women today plans a career in business or a professional field as opposed to the one in 16 of 10 years ago. In the same period, the percentage of accountants who are women rose by five percent (19.2 to 24.6) and the percentage of personnel and labor relations professionals who are women by 12 percent (30 to 42.6).

At the same time the picture is bleak. Women nationwide are still being paid much less than their male counterparts. The average salary of women administrators and managers being 58 percent less than that of males in the same category. It might be argued that this is because most women are still at lower- or entry-level jobs, but that only illustrates another discouraging fact — there are still few women at the top.

For most of those who have made it, the climb has not been easy.

"In almost every new situation, the first instinct of men is to think: she's a woman and probably not as qualified as a man," says Dr. Ruth Patrick, board chairman of the Academy of Natural Sciences in Philadelphia and a member of the DuPont Company's Board of Directors. "They tend to think mainly about her appearance, but if she is bright and articulate they get over this rather quickly."

For the woman executive who is married and has children — the rule, and not the exception — there has been the burden of devoting time and energy to being the mainspring of the family. Often this has meant taking months or even years out of a career or being passed over for promotion by male superiors who assumed that she would never stick with it.

As Avco's vice president for research, Dorothy Simon, points out, even when the titles are granted, the satisfaction has often been stripped away.

"In order for anyone to be motivated up the ladder, there has to be the satisfaction of performing a job well," Simon says. "A male chauvinist can



RUTH PATRICK (DuPONT BOARD OF DIRECTORS) — "... the first instinct of men is to think: she's a woman and probably not as qualified as a man."



DOROTHY SIMON (AVCO) — "Women are more experimental in management, and they're more people-oriented."



JULIA WALSH (FERRIS & CO.) — "It will take 10 to 15 years for business to become fully integrated. . ."

take this away by giving you a title, but not the responsibility. If you're appointed to chair an important committee, then a subcommittee is often formed to perform the actual task."

Economics, as well as determination, was an incentive.

"Necessity was the factor that made most of us get ahead," says Julia Walsh, vice chairman of Ferris & Co., and the only woman board member of the American Exchange. "We were women who had to work for the money or because of a psychological need. In my case, I was a widow with dependents and bills to pay."

Still, the women at the top have overcome these barriers. "I still find prejudice, but I live with it," says Esther Peterson, the former vice president of Giant Foods who is currently serving as Special Assistant to the President for Consumer Affairs. "I came from the labor movement, and I saw these things early in life in the unions, in industry, and in society. If someone calls me a name, I call them one."

#### A Different Mood

Whatever their past problem, most of them see a vastly different mood today, for themselves and younger women, in business and societal attitudes.

"The general situation for women in management has changed tremendously — and for the better," says Juliette Moran, who worked her way

up from a junior chemist with the GAF Corporation to executive vice president.

Esther Peterson agrees, saying, "My philosophy is to remove the legal barriers to equality, and that has largely been done. The doors are open, and it's up to the women to move through."

Most agree that job stereotypes according to sex are also fading away, and some even see a bright side to what was once a sore issue — tokenism.

"Tokenism is still a problem, but it gives a woman an opportunity to show what she can do, to make a contribution," says Mary Head, whose volunteer background has taken her to a number of influential positions, including her current one as vice chairman of the Amtrak board.

#### A Change of Attitude

The biggest area of change, however, appears to be in the attitudes of both men and women, due in part to the headline-grabbing women's equality — or liberation — movement of the late 60s and early 70s.

"I get very cross with women who apologetically say: 'I'm not a women's libber,'" says stockbroker Walsh. "Those of us who weren't in the forefront have benefited tremendously because others have pushed for equal rights."

Changes in psychology are equally important. "I don't know of a single woman whose thinking hasn't changed

to some degree as a result of the women's movement," publishes Graham says. "It's affected everyone, including men."

Peterson also sees psychological reasons for passing the Equal Rights Amendment to the Constitution "even if only for its symbolic value."

#### Housewives and Pushy Women

At the same time, all this attention given the women's movement had many housewives to conclude that their roles as homemaker and mother are being downgraded — and threatened — by a group of "pushy women" who have little regard for traditional values. Judging from the response of the top-level managers *Context* talked with, that change appears to be unfounded.

"The main thing has always been that women must have a choice," maintains Graham, who took over the reins at the *Post* when her husband died in 1963. "Some women have anxieties or feel threatened because many other women work while they stay at home and have children. The important thing is for a woman to have no limits on her aspirations or the kind of role she wants to live."

Ruth Patrick, who, like Graham has children, also believes it is necessary for the working wife to have supplemental help and a supportive household. "It's a simple fact that children need people to take care of them."

Head, whose travels with Amtrak





MER PETERSON (PRESIDENTIAL AIDE) — "The doors are open, and it's up to the men to move through."

... separate her from her banker husband, sounds another warning for working women: "Too many women have the idea that whatever goes wrong at home can be blamed on business and the time it keeps them away from home. No wonder their husbands want them to quit. They should be bringing home a feeling of the exciting things they're doing!"

And while Graham supports the thought of a woman not to seek a paying job, she, too, warns of a trap: "If you live your intellectual life through your husband, just waiting for that door to open for your life to begin, it has to bore you, and it has to bore him."

In the midst of the euphoria over changing attitudes and freedom of choice lies the specter of missed opportunities created by what chemical executive Juliette Moran calls "the generation of women that isn't there."

"There's a generation missing behind me," the GAF vice president says, explaining that she and many other women took business positions during World War II, but that most of these women left business for the home when the soldiers came back from overseas. For the next 15 years, relatively few women were attracted to, or recruited by, business.

"There's a large gap between women in business over 50 and those under 35," agrees Julia Walsh, who began her career with Ferris in the mid-1950s. "It will take 10 to 15 years



JULIETTE MORAN (GAF) — "Not to free all the brains and skills is a worse crime than leaving farmland fallow..."

for business to become fully integrated, but the pressure is building up from within."

#### Will Business Change?

There is a large division of opinion among women managers, however, about what changes will occur when, and if, a large number of women reach the top corporate jobs.

Moran rejects the idea that women are more humanistic than males as being insulting to men. "People who make these pious remarks are making a very harsh indictment," she warns. "A woman cannot avoid making a hard decision any more than a man can."

But Walsh sees this issue differently: "I'm absolutely convinced women bring different perspectives to a job, although they may not always be positive ones. Women are generally oriented toward negotiating, toward peacemaking. Secondly, most aren't involved in the politics of the office because most haven't come up through normal channels. So they have a fresh viewpoint."

Mary Head remarks that "men who are board chairmen tell me that women make a difference if only because men try to measure up in their presence." She also argues that wives and mothers are "trained as mediators."

Dorothy Simon believes "women are more experimental in management, and they're more people-oriented."

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Esther Peterson finds herself somewhere between these two positions. "I believe there is a new outlook with women managers — and with younger people of both sexes — in that they have a different social outlook, especially toward social accountability," she says. "I see it constantly with women I meet on boards and committees. It's healthy, because we've got to factor accountability into corporations if we're to keep our business system intact."

Finally, Mary Roebing, chairman of the board of New Jersey's National State Bank, observes, "varying needs of the business require changing mixes of talent in the upper management pool. We're needed, and we can perform."

### Barriers Still Exist

There are a number of barriers to overcome, however, even if that 15-year goal that Walsh and Moran see is to be met.

Roebing, for one, thinks that how quickly women move up is largely a factor of the "personality" of the company.

"A *power-oriented* company decidedly is autocratic," she explains, "and whatever prejudices it has will likely be perpetuated until there is a new executive officer. A *role-oriented* company aspires to be as rational and orderly as possible — it is preoccupied with legality, legitimacy and responsibility. In time, it is likely to do its job-analysis homework and become less discriminatory.

"*Task-oriented* companies are achievement-oriented," she continues, "and are likely to set a goal of ending discrimination. The *person-oriented* company, which serves its members by achieving the goals of the members will probably decide to have open competition for top jobs."

Julia Walsh, talking in her Washington office as a deskmate computer terminal flashes market quotations, says that one of the greatest barriers has been that women are often stopped "around the fourth level of management, particularly in such areas as retailing, banking and communications. This is where we need to push."

But Dorothy Simon, whose background is aerospace research, fears that whatever gains have already been made are in jeopardy. "There's a great deal of fear of affirmative action, so there has been some backsliding,"



MARY HEAD (AMTRAK) — "Tokenism is still a problem, but it gives a woman an opportunity to show what she can do. . ."

she says. "The talk of competition has made younger men feel they are now in direct competition with *all* women, where in the past it was only with the *unusual* women."

### "Getting to Know Us"

Finally, says consumer expert Peterson, "We will continue to meet some resistance from top men who are not quite comfortable with working with women. But it's like 'The King and I' — it's just in getting to know us," she laughs. "We're progressing."

Part of that progressing is a result of the fact that many women in top management are working hard by deed and example to develop younger women who will be helping to manage America's major corporations before this century is over.

Walsh points out that many graduate business schools did not allow women into their classes until the late 1950s or mid-1960s and that many of the women who are enrolled in them today are at a disadvantage.

"When I was on the alumni board at Harvard, I saw women who had no practical business experience trying to compete with men who generally had experience," she says. "That's like me trying to play tennis with Chris Evert."

Her solution, in part, was to work with Simmons College's Graduate Management Program, a place for the 30-year-old woman who has had some experience. The only problem is "most of these women are the superstars.



MARY ROEBLING (NATIONAL STATE BANK) — "We're needed, and we can perform."

There are just so many people Simmons can take."

### Successful Examples Needed

Avco's Simon thinks that it is up to her and women like her to provide the examples needed to achieve the ultimate goals of integrated management. "You can't legislate acceptance, she says. "What we need is more time to practice. If we succeed, then there will be a demand for women."

Walsh cautions, however, that women must be successful on their own terms. "I'm concerned with what happens to a woman in a large corporation," she says. "What makes a man attractive — drive — might make her unattractive."

The bottom line, as Katharine Graham has pointed out, is the utilization of talent, a topic on which Juliet Moran also has strong feelings.

"Not to free all the brains and skills is a worse crime than leaving farmland fallow — it's been a black mark for the United States during our 200 years," she says.

"To feed the world's hungry and solve our other problems, business going to need all the brains we can get — male or female." ■

Roger Morris is a former editor of *Context*, the magazine of E.I. DuPont de Nemours and Company. This article first appeared in the March 1978 issue.

# How to...

*the novice speaker, the idea of giving a speech outside of the comfortable and informal atmosphere of the Toastmasters club is, to say the least, a very disturbing one. But according to one who has done it many times, it doesn't have to be, provided you follow some basic rules.*

## Get Out of Your Club (and Onto the Firing Line!)

by John W. Burris

My coming into a Toastmasters club was an accident. (I only came in for an intellectual night's evening and soon thereafter took up permanent residence.) Similarly, my speaking started in a career as a speaker who was also an accident. The first accident would happen to anyone interested in improving and perfecting his communications skills; the second could happen to any Toastmaster who has applied himself and has something to say.

It all started one evening when an acquaintance of mine, a program chairman for a local Rotary club, called and was desperate. His scheduled program had been cancelled. He had heard that I belonged to a Toastmasters club and wondered if I would fill in with a program. He said they usually scheduled 30 minutes for a program, but if I could talk about something for perhaps 15 minutes that it would be sufficient.

Not being a Toastmaster, he didn't know that we don't just say a few words to fill in the time. We prepare a speech using all the time allotted us and all the communication skills we have

learned to deliver it.

### A Different Atmosphere

Now if you've never given a speech to an audience outside of your own club, let me briefly describe it for you. In any outside organization, there is a different atmosphere from the warm, friendly feeling of your local Toastmaster club. Gone is the spirit of camaraderie. Gone is an evaluator who will gently admonish you of your errors and give suggestions for improvement. At the Toastmasters club there will be another opportunity to correct your mistakes, but on a speaking assignment you are on the firing line, on your own, alone on the beach.

My first introduction at the Rotary club also left something to be desired. The program chairman thought he was helping me out by telling a few jokes and using up some of my valuable time. He finally told the group that he had planned a good program, but that it had been canceled. As a substitute, he had found an old cowboy with a few months experience as a Toastmaster who had a few words to say. This was my cue to have at it. Starting with this handicap, I gave my first speech outside a Toastmasters club. After the meeting, several visiting

Rotarians asked if I would give the same presentation at their club. From this modest beginning I have received requests from Lions, Kiwanis, Optimists, Rotary, social and business groups, schools and churches.

Confidentially, I am not all that good. But I've found that most service clubs have an abundance of speakers on drugs, crime, taxes, safety, etc. What I've done is merely opened the door a little with a different subject and let in a breath of fresh air. And it's worked.

### The Opportunities Are There!

Within an hour's drive from my home we have approximately 50 organizations that meet each week and, therefore, need a program each week. The opportunities are there for anyone who would like to give a few speeches outside the Toastmasters club atmosphere. After giving a few programs, it's then very easy to promote your act by writing other program chairmen, giving a resume of yourself, your topic, title, and other places you have spoken for reference.

If this is your goal (and I think it should be), here are a few things I've found to be of great value wherever I go:

Usually a program chairman will make the contact for a program, and usually by telephone. But never depend on this alone. Type a letter of confirmation in duplicate giving the program chairman's name and telephone number, the name of the requesting organization, time and place of meeting, the title of the speech, time of delivery, and a brief biography of yourself, your address and telephone number. Send one copy to the program chairman and take the other copy when you go to speak. You will be introduced from your biography, and the program chairman may forget or lose his copy. (And never leave it to his imagination to make up something for your introduction!)

When you arrive at the meeting place, look the situation over carefully. Find the program chairman; he will direct you to the head table. Are

there any obstacles between your seat and the lectern? Are there any electrical cords to trip over or unfamiliar steps to fall over if the head table is elevated? How does the sound system work and how are the acoustics? Is there interference from traffic or services?

Check for a clock on the wall. If it is where everyone can see it, they will be continuously checking your time. If, for example, it is a noon meeting, most of your audience will be thinking of getting back to work. Consequently, it is always better to be several minutes short of your allotted time than one minute over. (They will never forgive you for that!) In addition, always leave time for your audience to respond to your speech by applause or by talking with you personally. For a beginner, this is the only reward you will receive.

As you are being introduced, sit up straight in your chair with both feet on the floor and breathe deeply. The first five minutes of any speech require the same amount of oxygen as five minutes of tennis, so don't crush in your lung cage by slumping.

### Keep Smiling

Keep a pleasant look on your face at all times. If your name is mispronounced, if you are mentioned as a substitute speaker for a good program, if your biography or planned introduction gets mixed up, or if the program chairman uses part of your valuable time to tell a comy joke or seems to be giving your speech for you, still try to look pleasant. Remember, you are on stage, being watched, and everyone is not trained as Toastmasters are on how to introduce a speaker.

After your introduction, arise and slowly walk to the lectern. Never trot or run. Walk with dignity, like a tiger. Deliberately take out your notes, look over your audience for a few seconds, then begin your speech. It always feels good to move around a little to get the stiffness out of your muscles, but don't dance a jig. How you act for those first few seconds will determine to a great extent your success as a speaker.

No one can hold the complete attention of an audience for more than a few minutes, regardless of how good or interesting he is. The only catalyst I know of by which to cement attention back together is humor. Consider yourself an orchestra leader as you

direct your audience. If even one pair of eyes begins to wander, bring it back with a little humor. A few simple rules are in order, however. Never say, "That reminds me of a story." Let your audience discover the humor in your speech. Never be a cheerleader to your own sense of humor. But then, you learned all of these things back in your Toastmasters club, didn't you!

The physical layout is not the same for all meetings. Most of the time it is formal with a head table and a lectern with a microphone. Other times the layout may be different. I have given speeches in a large home, in someone's backyard, and one time around a campfire. In these situations there is no microphone to use and no lectern to hold notes or hide behind. You stand alone and naked in front of your audience. Under any circumstances you must be fully prepared.

### What to Wear

In this day of casual attire I suppose one could wear almost anything when giving a speech. But in my opinion, wearing a coat of many colors and a shirt, tie and slacks that do not match distracts from the speaker. Being a western cattleman, I could wear some flamboyant cowboy outfit and get away with it, but I wouldn't. If the engagement is a dinner meeting, I prefer a plain business suit, with shirt, tie, socks and shoes to match. If it is an informal meeting, I dress accordingly. The point is, I don't want clothing to distract the thoughts and minds of the audience from my speech.

A few times I have been called to speak at an evening meeting, where they have served drinks and one of the members has acted as a bartender. This is a dangerous situation and needs to be handled with a certain amount of finesse. My first piece of advice is to never drink, even when your hosts insist upon it. Always remember, these people came to have a good time, to relax, to meet their friends and cronies; you came to give a program. The two never mix.

Nothing is more dangerous than a businessman or a professional who thinks himself to be a bartender. Some of those homegrown martinis are nothing less than delayed-action time bombs. Some well meaning individual will say a drink will help you relax, but you don't want to relax with alcohol. Any speaker will naturally be keyed-up, and because of this, extra

adrenalin will start to flow. And adrenalin and alcohol never seem to mix.

It is also not necessary to be constantly moving around, meeting everyone, shaking hands, trying to remember all those names and faces. Just relax; your time will come to talk, and you are not running for a political office. Always remember that you came to give a program, to communicate by the spoken word. Never spoil it by trying to win friends and influence people.

It is always a great and interesting challenge to speak before a room full of people — whether it is inside or outside of your club environment — especially if your goal is to keep the undivided attention for 30 minutes or more. If too many eyes begin to wander, look down, look at each other, or just start to look plain bored, something you are doing is obviously not quite right. And only you can determine what it is.

I sincerely hope that I haven't dampened your enthusiasm for speaking to audiences outside of your own club. It can be a truly rewarding experience, providing, of course, that you pay attention to these proven Toastmasters rules — prepare, practice and pay attention to details!

The rest is really easy. ■

*John W. Burris is a member of the Visalia Breakfast Club 909-33 in Visalia, California. A self-educated, semi-retired cattleman, John has written a book, been a candidate for a State Office, was president of the Cattleman's Association, and was a member of the Governor's Agriculture Committee.*

### Did You Get Yours?

If you are a newly-elected club president and did not receive an officer's kit, be sure to ask your outgoing club president for it! The kit was sent to him or her to forward on to you. It contains the new Club Management Handbook, a 1978 Distinguished Club Plan, 1978 Speech Contest Rules, Patterns in Programming, etc. If you didn't get one, write World Headquarters for a replacement.

Editor

*Nerves. Stage fright. Flop sweat. No matter what you call it, it all comes down to just plain fear! Fortunately, though, you're not the only one who's going to get it!*

# You're Not Alone!

by **Leon Fletcher**

Nothing seems to worry speakers more than worrying about worry.

Nervousness. Stage fright. Fidgets. Flop sweat.

"Don't soften it with those gentle words," one speaker insists. "PANIC! That's what it is."

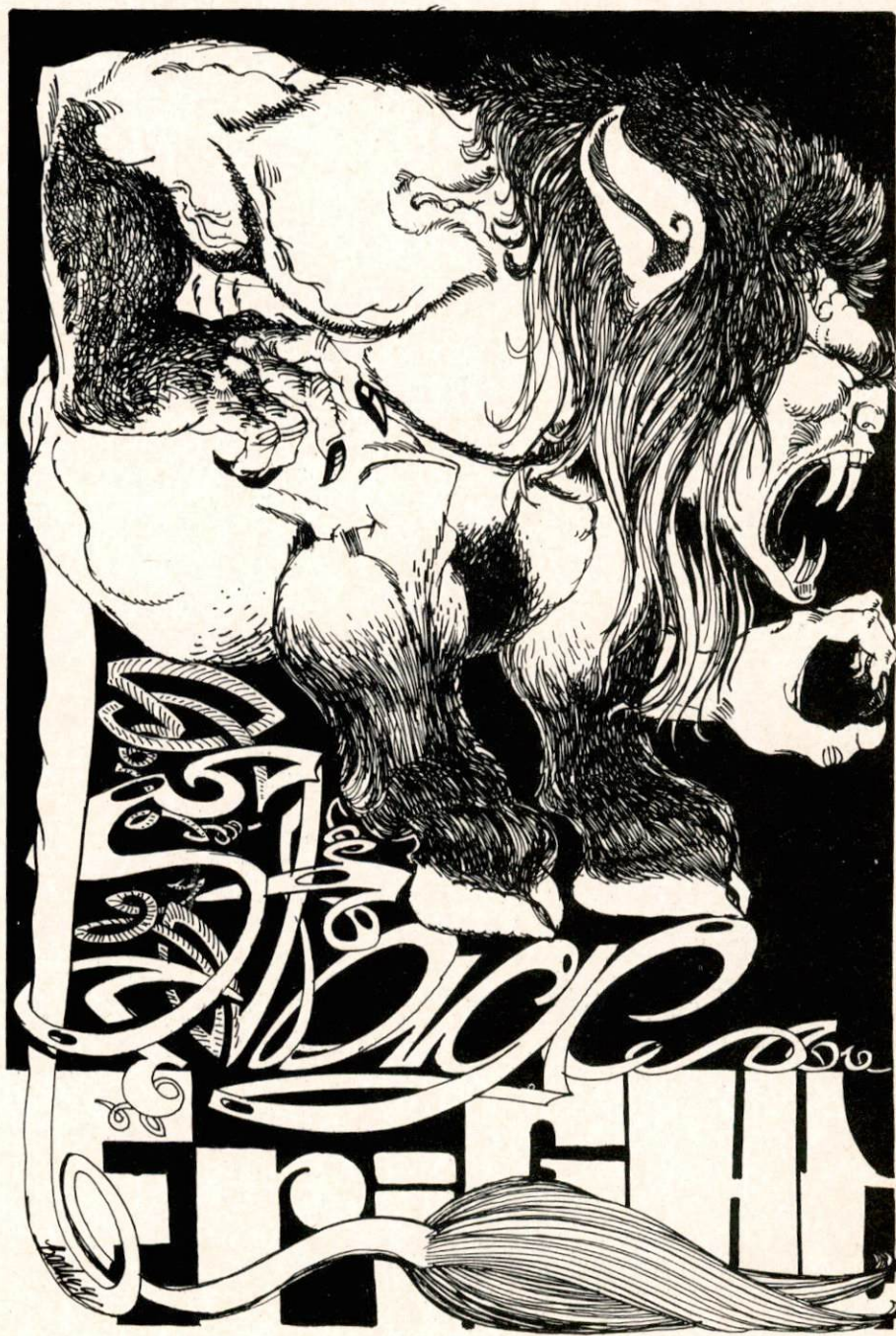
Whatever you call it, it's the only quality that seems common to virtually all speakers. But an old English proverb claims, "Misery loves company." Well then, speakers, here's your company. Here's a parade of speakers — professional, polished, polished, extensively experienced — every one of whom has publicly proclaimed or displayed that dreaded sensation, stage fright.

Let's start right at the top — with the president of the United States.

## **That Carter Smile**

Despite the widely-accepted image of President Jimmy Carter as a speaker who exudes relaxed confidence, some observers have detected some signals of nervousness during some of his public speeches. The one indicator most frequently noted is a change in his smile. During a press conference, when a reporter asks an unpleasant question, Carter reveals this nervousness as his smile becomes tight, forced, strained. During a speech, when audience reaction is not as he expects, his eyes dart and he gulps. Sometimes he'll clasp his hands together with fingers intertwined so tightly his knuckles turn white.

Television has shown former President Ford pursing his lips, gesturing gracefully, shuffling his script, stumbling one-syllable words. President Nixon, since his earliest days in politics, was a speaker who frequently had to wipe away the sweat pouring down his face. And remember the repeated



Illustrations by Joel Barbee

"ah's," the groping for words, the long pauses in speeches by President Johnson?

Nervousness while speaking in public was also shown by President John Kennedy as he clawed the air with his index finger, searching for a word or idea. President Eisenhower's nervousness produced sentences so complex many English teachers could neither diagram nor understand them. President Truman, as he gave a speech, almost constantly moved both hands up and down in unison, about a foot apart, palms open and facing each other, as if he were measuring the space in front of him.

But Presidents are not alone. "I could never speak in public without getting paralyzed with fright," said one of America's most polished political speakers, Adlai E. Stevenson. Hubert H. Humphrey, in his 1976 book, *The Education of a Public Man*, wrote about Ted Kennedy: "I remember how he shook in Boston when he got up to speak." In 1972, Eleanor McGovern gave more speeches than any other Presidential candidate's wife in history, yet a news magazine reported that "public speaking makes her nervous."

### Stars Get Scared Too

Then there are the stars of show business. Some are paid way up there in the five-figures for just one appearance. Some have been before the public for more than 50 years. Some have appeared just about everywhere — in raunchy burlesque houses, luxurious supper clubs, long-running musicals, TV specials, Las Vegas casinos, summer tent shows, military camps around the world. Still they get nervous — most of them — just as you and I do.

Consider this exchange between Broadway star Carol Channing and Merv Griffin during one of her several appearances on his television show:

**Carol:** "Merv — I'm petrified! I'm absolutely petrified to be here talking to you on television!"

**Merv:** "Carol, you can't be. After all your Broadway shows. . ."

**Carol:** "I'm petrified in those, too! But there at least I have a script. What really scares me here is that I have to think up my own things to say!"

Jimmy Stewart, quoted in *Time*: "I've never been able to overcome the fear thing. The anticipation of acting is just stark terror." Mary Martin, on a TV talk show: "Oh, of course I'm nervous — whenever I'm on — on stage, on

TV, on every performance." Don Adams, talking about the revival of his 1960s TV series, *Get Smart*: "All comedians are nervous before going on — all of us! Some so bad they throw up."

Even when a performer turns to what seems to be mere play — kidding around on television game shows — nervousness is virtually always there. On a recent telecast of *The Dinah Shore Show*, several longtime stars of *The Hollywood Squares* were featured. The host of that game show, Peter Marshall, plus regulars Paul Lynde, Rose Marie, George Gobel and Joan Rivers all claimed continuing



nervousness before, during and after the telecasts. Said Peter Marshall: "I've never been more nervous. I came to the show from Broadway, an experienced actor. But I need a script — a full script. The entire first year I was so nervous that — well, I don't know, but I'm still nervous."

Even veteran performers like Johnny Carson and Orson Welles have often talked about their stage fright. "Every time I walk out here I'm nervous," claimed Carson during one recent telecast. "I get jitters on opening night, big jitters," replied Welles, "and they continue for the entire run."

Women seem to be a bit more open about talking about their nervousness on television interviews. Kaye Ballard, she of the powerful voice, bubbling personality and fiery language — star of TV, Broadway, films and nightclubs — says, "I never get over nervousness!" Liza Minelli, Ruth Buzzi, Sally Struthers, Joan Baez, and other diverse personalities have all stated "I'm nervous!" during interviews on television. Erica Jong, author of the uninhibited

novel *Fear of Flying*, has demonstrated her fear of speaking time and again on various nationwide TV talk shows.

### Nerves, Nerves, NERVES!

But many men admit to stage fright too. Sidney Poitier, Jack Klugman, Henry Winkler (the "Fonz" on *Happy Days*), Alan Alda, and many other apparently poised personalities have talked about their nervousness during public performances. One of the newest comedians, David Brenner, claims "Nerves, nerves, NERVES! Waiting back there to come on — horrible!" One of the real veterans of comedy, Red Skelton, gets so nervous before many performances that he throws up

Similarly, one of the nation's first astronauts dropped out of the space program largely because he could not bring himself to be comfortable giving the many speeches expected of him. The Olympic swimming champion, the "Father of Surfing," the renowned Hawaiian Duke Kahanamoku, threw into public speaking as his fame swept the world, often said, "Guess I'm the scariest talker I've ever met."

In more than 20 years of teaching public speaking to thousands of students ranging from \$50,000-a-year executives to youngsters in junior high school, I've had only one student who claimed complete absence of nervousness. But that student was a girl who had been appearing before groups since she was six years old. Blessed with a beautiful singing voice, her performances numbered in the thousands by the time she entered college. There, in a public speaking class, she and I and her classmates discussed her lack of nervousness quite openly. We reached no clear conclusion, but it seems that she had come to accept

# Recognize With Eloquence

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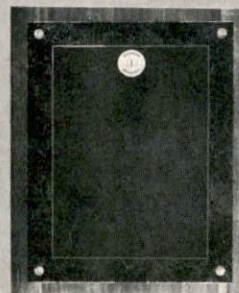
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ss as a regular part of her life and speaking in public. She recently experienced nervous- any times, from so early in at she no longer recognized it ortable or unusual.

other hand, it was a "certi- hero who was the most up- ut public speaking of all ve ever coached. He was a amander with extensive com- rience in both the Korean and World War II. In the of a fighter plane he was His combat record, his awards ry in the face of enemy fire, his f successes in duel-to-the- ghts high in the skies over rritory were all documented. Navy wanted to move him up her commands, where he pe briefing other officers, presentations to congressional ees, giving speeches to in- l businessmen. But he ab- could not bring himself to give n. He could not complete — he started, then quit part way — a brief six-minute "diag- speech" to just four fellow a speech to determine his or speech instruction.

### **Topophobia?**

ou, too, are nervous. You've got ophia — the fear of performing ge fright. When 3,000 Ameri- ere asked what they were most of, 41 percent named "speaking a group." They claimed to fear ng more than death, sickness or ial problems. Of the 14 different fears listed, speaking was ed nine percent more than the d place fear — heights.

e evidence then, is overwhelm- You are not alone! You should be to get some relief, some consol- from that. If not, you may want to ct on the words of Carroll O'Con- (Archie Bunker) of *All in the ily*: "A professional has a kind of ion. The amateur is thrown by it, the professional needs it." ■

m Fletcher is an instructor of speech Monterey Peninsula College in Cali- nia. He is the author of 200 publi- ons, including the college self- ructional test, *How to Design and iver a Speech*. Mr. Fletcher is a quent contributor to *The Toast-* ster.

*Toastmasters' Communication and Leadership Program has been said by many to be one of the most effective management tools available today . . . if you know how to use it.*

# Toastmasters: Conditioning You for Success

by Paris Lanham, DTM

**A**re you using your Toastmasters experiences in your daily life at home, in your job, or in the execution of tasks or projects undertaken for fun or profit?

Perhaps you have completed the assignments in your basic manual, or perhaps even the advanced manual. Have you learned to use these exercises to their maximum advantage?

During my many working years as an engineer and designer in various levels of management, I have been exposed to many sophisticated management training programs. "Management by Objectives" seems to be a way of life with the large corporations and companies which must maintain organized discipline on management effectiveness. In each of these programs I have learned things that made my daily efforts more effective. But none have affected my life and my way of doing things — almost anything — as much as the Toastmasters Communication and Leadership Program. However, it was not until I had worked my way through the basic Communication and Leadership manual and was well into the advanced manual that I realized just what effective management tools these manuals really are.

## **Setting and Meeting Goals**

Let's look at an assignment in one of the manuals. Select any one at random. Now, in your mind's eye go through the process of preparing and completing that assignment. Is it not

setting a goal, then setting up a plan reaching it? If you prepare for the assignment carefully, and in accordance with the manual's suggestions and instructions, you will deliver that speech effectively and confidently. In other words, you have used a specific plan to reach your established goal.

Let's look at some simple project. Let's take a "do-it-yourself" home improvement brainstorm that occasionally occurs, even to the most erudite. You are going to build that spare room to meet the growing family demands, but thought that the contractor you consulted might as well have held a gun on you when he gave you the cost estimate. "I'll do it myself," you say to yourself, and start out to do just that.

Now comes the test. Remember the Communication and Leadership manual assignment? This is not really different. You have a project to complete, you know how many hours per day you can devote to it, and you know when you want it completed. But you are not entirely sure that you know how to do all the things that must be done to complete the room. Now ask yourself this: Did you know exactly what you were going to say when you started preparing your last speech? Probably not. How did you find out? Research is the key.

I will not attempt to describe for you all the sources of information on how to build rooms. That is your job, and if you are determined, you will find them just as you found the sources of material for your last speech.

You have now located the source information, have disseminated it, and have decided upon a plan of action. You know what material you must procure and apply to your project, what tools must be on hand to turn the material into the finished product, and have established a schedule of time you must invest in order to meet the completion date you have either set yourself or that circumstances established for you. If you apply the rules outlined in your manual for speech preparation, you will embark on the project confidently and cheerfully, and successful completion will be assured.

You have now completed the project. The family is happily established in the new room and you are receiving evaluation from your friends on your construction and planning.

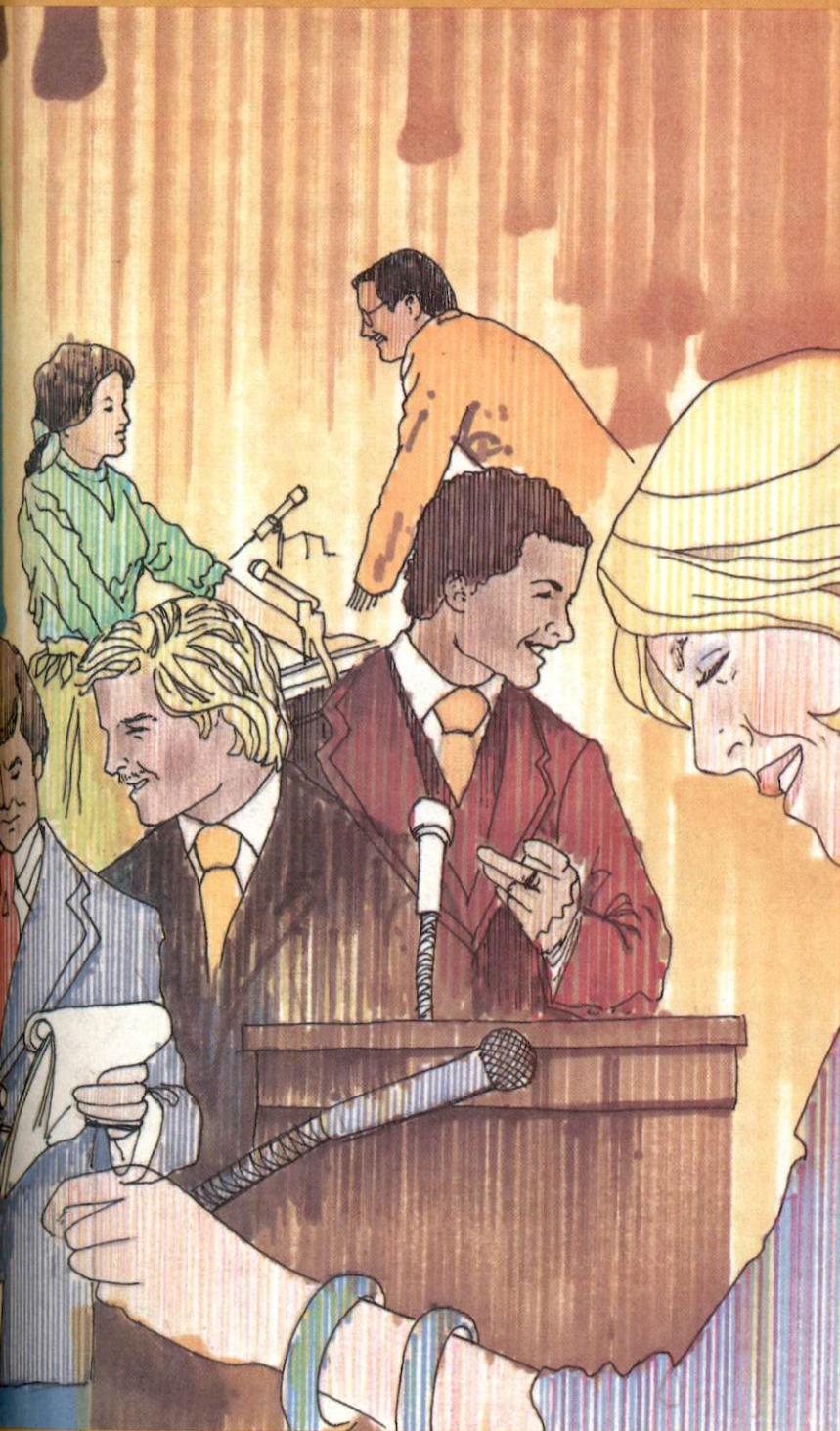
Don't stop here.

## **A Self Improvement Program**

Go on to bigger and better projects to test your new-found capability. Is there something else that needs changing? Is your position in life something less than you would have it? Have you become reconciled to the status quo? If so, get out your Communication and Leadership manual and look at the third assignment on speech organization. Read it and consider your thought processes during your implementation of this assignment. Then, apply the same processes to an improvement program directed at your own personal situation.

First, establish exactly where you are now. (Many people do not realize they know and have never tried to find out





Next, if you don't like your present position, consider the alternatives and determine where you would like to be. Now you have a starting place and a destination. It only remains to determine your course and method of travel to reach this destination or goal.

You might pretend that you are going to make a speech on this subject and start your research. Again, follow the manual. You know (or should find out) your own personal resources,

such as education, skills, time, perseverance, etc. Do any of these need improvement?

There are many ways available for you to continue improving your education. But concentrate on the area of your interests. Try not to waste time on useless knowledge. Earl Nightingale has said that education is only incidental to those who are success oriented; they simply go out and get what they need. Establish how much

time and other personal resources you are willing to invest to accomplish a goal.

### Follow Your Plan

Now you have the plan. Follow it explicitly, just as you did for the manual assignment. And just as it was when you gave your speech, you will receive evaluation. This you cannot avoid, nor should you try. Encourage it. This evaluation will cover the full range, just as it did in your club. Your challenge will be to recognize and use that which is constructive, and not to dwell on that which is immaterial. You and the world will know when you have satisfied the requirements of your assignment.

Those of you who are still reading at this point are going to say that I have oversimplified the process of goal-setting and achievement. I will be the first to agree with this, but what I have attempted to bring out is the parallel between the planning of successful Toastmasters participation and that of successful living. In learning one, you become proficient in the other.

It has been my experience that speech planning and presentation, when following the prescribed guidelines, establishes a certain confidence in the individual that conditions his attitude toward greater achievement. It is absolutely amazing what some of our former shy and retiring Toastmasters have attempted after they have been exposed to the Communication and Leadership Program. What is even more amazing is the number of these attempts that are successfully completed. And the most amazing thing of all is that many of them do not realize that it was their Toastmasters participation that created this newfound attitude of confidence. But we know better.

There is absolutely nothing to be done that continued participation in a Toastmasters club will not help you do better! ■

---

*Paris Lanham, DTM, is a member of the High Desert Club 3647-33 in Lancaster, California. The current chairman of District 33's Club Extension Committee, Mr. Lanham has been employed by Rockwell International for more than 34 years, where he contributed to the design of 23 major military aircraft and received a NASA Achievement Award for his effort on the Apollo Space Program.*

# People

## TI Publicized and Analyzed by National Training Magazine

Santa Ana, CA — Toastmasters International has, over the years, received a lot of good publicity in a large number of newspapers and magazines. While it has all been of great benefit to the organization and its 63,000 members throughout the world, you would be hard put to find any more valuable than two that recently appeared in consecutive issues of *Training, The Magazine of Human Resources Development*.

Instead of merely publicizing the Toastmasters program, the two articles, which appeared in the September and October issues of the magazine, went much deeper.

The first ("Individual Communication Training: Don't Overlook This Bargain Program"), written by Karl Albrecht, a San Diego-based management consultant and a former Toastmaster, was expertly aimed at the magazine's primary readership (business executives) and offered the Toastmasters program as a valuable alternative to the very costly and often complex training programs available today.

"How much would you expect to spend, in time and dollars, to develop a training program in communication and leadership?" Albrecht asks. "How much would it cost you to present it in-company on a continuing basis, and to continuously evaluate results? What would you say if you were offered an established program, with all materials fully-developed and tested, which is self-evaluating and could be administered with minimal attention by your training staff? And suppose you could have the program at a cost of about one-tenth of your original estimate?"

"Sound too good to be true? Sound like a sales pitch for some sort of new gimmick? Not at all. Such a program has been in widespread use for many years . . . It's called a Toastmasters club."

The article goes on to detail the benefits that may be gained from the program, ending with a call by the author to give this training option "the

attention it deserves." (Copies of the article may be obtained from WHQ for a nominal fee.)

Ordinarily, this kind of exposure would be more than anyone could ask for. But the next month, another article appeared in the same magazine ("It



M.S. AWARD — Past District 54 Governor David Brownell, ATM (left), and Hezekiah Webb (right), president of the State Farm Windjammer Club 995-54 in Bloomington, Illinois, proudly display the M.S. Hope Chest Award they recently accepted on behalf of the entire club. The award, which was given to the club by the Greater Illinois Chapter of the Multiple Sclerosis Society, honored the Toastmasters for their part in helping to tell the M.S. story to the people in their community through speaker's bureau appearances, educational programs, displays and printed brochures.

Helps to Speak Out"), this time detailing a study of Toastmasters training that had recently been completed by Earl S. McCanna, an active member of the Smedley Chapter No. One 1-F in Santa Ana, California.

"I contend," Earl told the magazine, "that Toastmasters training provides an effective vehicle to satisfy the self-actualization needs of individuals."

McCanna, a training officer for the County of Orange Environmental Management Agency, has some pretty solid data to back up his claim that Toastmasters training can provide the kind of self-growth usually associated with encounter groups, sensitivity training labs and other "less structured, more emotionally charged per-

sonal growth opportunities."

Although he reached these conclusions while researching his Master's thesis in public administration at the University of Southern California, the design was simple and straightforward. He divided 36 people into two groups: one of which went through 16 weeks of Toastmasters training and one which did not, and met with each group once a week for two hours. The participants represented a stratified sample of 186 employees in accounting, administrative, clerical, engineering, technical and supervisory or non-supervisory occupations.

All 36 were pre- and post-trained, tested using the Personal Orientation Inventory (POI), an instrument designed to measure an individual's self-actualizing values (flexibility, sensitivity to feelings, spontaneity, self-regard, self-acceptance, etc.).

By the end of the 16-week period — and after those with the Toastmasters training had given a verbal response to an extemporaneously assigned topic on 12 different occasions, and chaired each of the three programs once — McCanna's analysis and comparison of the groups not given the Toastmasters training found no difference in the scores on any of the 12 POI scales. The group that did receive the Toastmasters training, however, showed significant changes on nine of the scales. This, according to *Training*, is impressive "because most other systematic studies of individual growth experiences seldom find changes in as many scales of the POI. More important, the magazine reported that, for some of the subjects in the experimental group, job promotions "followed on the heels of the training."

We'd like to salute Karl Albrecht, Earl McCanna and *Training, HRD* for two fine efforts in "spreading the word" about Toastmasters. As a result of these two articles, WHQ Headquarters has already received a number of inquiries on the Toastmasters program.

And that's good news for all of us!

### Helping Hands: It's More Than Just a Motto

Barksdale AFB, LA — Toastmasters have long been known for their interest and involvement in their surrounding communities. Few, though, have shown the strong dedication that Captain Jeff Leavenworth has.

Leavenworth, a member and past president of the Arkla-Barkers Club (SO-25 at Barksdale Air Force Base, Louisiana), heads a group of volunteers called "Helping Hands" that helps eligible persons 65 years or older with minor home repairs. The group was recently honored for its fine work in the community and given the Community Council's Community Services Award at the council's annual meeting. According to Leavenworth, the group takes on projects ranging from repairing fences and porches to replacing faucet washers. The people who provide the equipment, the group provides the labor. The work, however, does not include anything that requires a license — such as plumbing or electrical work, he said.

One recent Helping Hands project involved a 72-year-old woman who had been duped out of \$500 two years ago when a man told her that he'd redo her kitchen for that amount.

"He pulled out her cabinets and took them left, and never returned," Leavenworth said. "She has been using a pipe which sticks up from the kitchen floor for the kitchen sink for two years."

The group helped the woman out by putting up a shelf to replace her cabinets.

"We can't do the plumbing work," Leavenworth added, "but we are going to see if we can't get her help with the sink."

The idea of lending a helping hand to those in trouble is, obviously, more than just a motto to this group of volunteers . . . it's a commitment.

### YLP — The Winning Process for the Boys of Nelles

Whittier, CA — When Weldon O'Toole assumed the post of Founder's District Youth Leadership Chairman, he was only one of the nearly 2000 people in the district who had heard of the fine work being done by members of the Whittier Breakfast Club (2020-F with boys institutionalized at the Fred C. Nelles School for Boys in Whittier, California). It was not, how-

ever, until he actually saw it for himself that he fully realized the impact that these Toastmasters — and the Youth Leadership Program — were having on the young men's lives.

After being appointed YLP Chairman by Governor Howard Clark, DTM, Weldon, a member of the Business Men's Club 100-F in Santa Ana, was given the opportunity to attend a YLP graduation exercise at Nelles, and was truly impressed.

"As we entered the mess hall and were greeted by the officers of the Jackson Cottage (cell block) YLP graduating class, some of the boys introduced themselves, some looked us in the eye and stuck out their hand, just a bit overcome and tongue-tied for the moment," he said. "Some ventured into an introduction of one of their counselors, their teachers, and even their superintendent (warden)."

The mess hall was decorated for the occasion by the boys themselves. Tables were set up banquet style, complete with a head table for their distinguished guests, and the program began.

"I looked back at the head table. The first speaker was hyperventilating — almost paralyzed with fear. He was speaking haltingly of the Koala Bear of Australia. As I glanced under the table, I could see his feet spread defiantly. I was sure he was going to bolt, but he didn't. He stood his ground and finished it. The reinforcement — the

silent powerful support of everyone in the room — charged the atmosphere. He stood soaking up the applause, bathing in the light of approval, feeling for the moment a sense of importance, almost breathing normally as he took his seat. He had met his fear and was victorious!

"The counselor who sat directly across from me leaned forward, interrupting my thoughts. 'Mr. O'Toole,' he said, 'we sure do want to thank you Toastmasters for caring enough to spend some time with us here at Nelles.' I told him that this was my first visit, but that I was very impressed. I asked if it was doing the boys any good. And with that, a veritable torrent of words gushed forth.

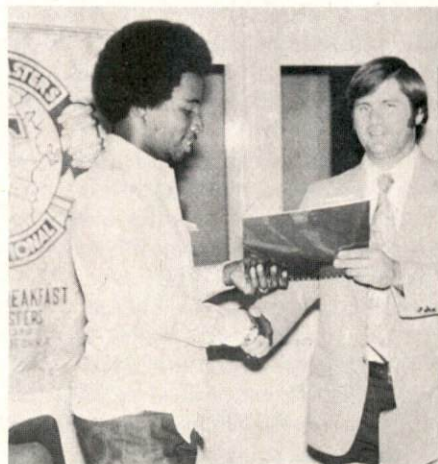
"He spoke about the monotony, the sameness of the job he was doing, the unending line of boys coming in, then out, and back again until they graduated to the adult facilities or met death in the street. He spoke of the frustration, of never being able to see a gain, a change, some improvement. 'I don't know what this process of Toastmasters does,' he told me. 'But we see change after the very first meeting. The boys will look up when being spoken to, and before long they look us in the eye and will ask questions and will listen to answers. Their school work improves, the slang falls away and just seems to dissolve. All their teachers wonder at the change.'"

This kind of change, though, is not the only thing unique about this kind of program. Few Toastmasters, says O'Toole, can relate to this new kind of experience.

"I found myself flashing back to the Youth Leadership groups I had dealt with in the past," he said. "They were at the opposite end of the spectrum — the privileged, the Girl Scouts and Boy Scouts, the 4-H clubs, the youth groups from different churches. In this program, I see the disenfranchised, the unfortunate, the desperate — following the same Toastmasters format. This was probably their first attempt at something formal, and my heart was bleeding for the kids!

"Any process that can do this has got to be a winning process," he concluded. "I don't remember who said it, but it was never more appropriate than now: 'No man ever stands so tall as when he stoops to help a child.'"

Weldon . . . we couldn't have said it any better! ■



YLP AT NELLES — Since 1975, the Whittier Breakfast Club 3280-F, Whittier, California, has sponsored a number of Youth Leadership programs at the Fred C. Nelles School for Boys in Whittier . . . and with great success. Len Mitchell (left), shown being congratulated by Toastmaster Randy Johnson, a member of the Whittier Breakfast Club, is only one of the many Nelles residents to have benefited from the program.

*Most have come to accept the fact that involvement in the Toastmasters program can have a tremendous effect on their business and social lives. But, according to this Toastmaster, the real importance of the program — and the communication skills it teaches — lies with the family.*

# Like Father, Like Daughter

by Viki L. Hurst

It was early evening and the sun's long rays languished across the kitchen table at my parents' house. My mother, father and I had finished our dinner and were sitting around the table over tall glasses of iced tea, discussing current events, as we had when I was a schoolgirl still living at home.

One of the subjects we touched on that night had been the topic of my latest Toastmasters speech, so I was particularly well-informed on the issues, which seemed to impress both my parents.

"Where did you learn so much about laetrile?" my mother wanted to know.

I told her I was keeping abreast of what was happening in the world through the research I did for my Toastmasters speeches and through listening to the speeches of my fellow Toastmasters. Besides that, I told them, I was becoming quite the orator. My last speech had taken first place at our Wednesday breakfast meeting, and I had even won at Table Topics the week before.

At these words my father's face broke into a smile. He left the table and returned clutching his black leather jewelry box. He put the box on the table, ceremoniously lifted its lid, took out a small round lapel button and held it under my nose. It was his old Toastmasters pin.

I had almost forgotten. Over 15 years ago my father had belonged to a

Toastmasters club in Bloomington, Indiana. The pin brought back memories, and the three of us recalled them over the kitchen table.

Mom laughed. "I'll tell you one thing, I sure got tired of hearing the same speeches over and over again," she said.

## Endless Practice

Dad used to practice his speeches in front of my mom, sister and me, over and over and over — endlessly it seemed — until we could recite them every bit as well as he. Each element in the speeches he gave was planned and carefully executed, from gestures to pauses to slight turns of his head for effect. He practiced until he had everything perfect, yet he spoke naturally and with seeming spontaneity.

He suddenly reeled off a few lines from one of the speeches he had given in Bloomington: "The dynamic West and its gold rush towns soon turned to dust and doom. What were once booming metropolises became ghost towns, and the spirit of the West resided there." So committed to his memory were these speeches that even now he can recite long stretches of them and sound as lively and conversational as he did 15 years ago.

"I used to be so proud of you whenever you'd come home with one of those trophies," I told him. He had been an excellent speaker, had taken numerous trophies at his weekly meetings, had won in several district and area contests, and even took honor-

able mention in the state for the International competition in 1962.

"Well, like father, like daughter," he said proudly.

"Oh, now Nelson, you know she's not a bit like you," Mom reminded him.

## A Difference of Style

She was right. When it came to speaking, our styles were completely different. I tend to burst on the scene and clobber audiences with my ideas, of course, but Dad was always subdued and calm in his approach. Yet we were both successful before audiences. Though I had a long way to go before achieving my father's proficiency in public speaking, I was improving with each speech and seemed to have extremely responsive audiences.

"Now wait a minute, our approaches might be different, but we seem to have a few things in common," I told Mom.

"That's right! We're both here!" That applause is music to our ears, Daddy joked.

"No, that's not it," I said. "I like being before an audience, but it isn't the applause. It's something else. It's — I don't know — it's . . ."

"It's being able to say something to people," Dad offered. "Reach large numbers of people with your ideas — trying to entertain them, inform them, convince them."

"That's it," I said with a nod. "I want to communicate. And you — you taught me to love it."

Further discussion confirmed

that both my mother and father enormous respect for the art of communication. Its place in our family has been paramount. We had always grown up without fear and with confidence that we would be listened to.

### A Way of Life

But it wasn't just the talking. Communication was a life style in our family. My parents communicated in a variety of ways and showed my sister different methods for self-expression other than conversation.

There was always so much affection in our family," I reminisced. "The embracing, kisses, pats on the back, communication of love."

"Don't forget the anger, too," said Dad.

That's right! The way you used to switch off the birch tree in our backyard was an excellent form of communication," I said with a laugh.

But you always made it clear why we were being punished. And there were always that follow-up hug to communicate your confidence in us."

We drew on some of the other forms of communication our family had enjoyed. The reading, for instance. Both my mother and father used to love reading stories to my sister and me. And they read with enthusiasm, with great gusto. Sometimes we acted out our favorite stories, made them come alive, communicating their meaning through drama.

In the same way, my father used to sing to my sister and me, and his favorite songs were ballads with heartfelt stories. They were usually preceded by a little history of where the song came from and what it was about, and his renditions always included hand movements and facial expressions that might have won him Academy Awards, had Oscars been given for such performances.

Group discussion was also encouraged in our family. We had nightly Bible readings and discussed the passages that were unclear to us. Whenever there were family problems, Mom would plan a round-table discussion, where the four of us would try to derive solutions suitable to all. And when my sister and I were old enough, we debated political issues as a family during election years.

Even homework was a communicative effort. When a school project had to be done, my parents talked it over with me before I jumped in, making

sure I was clear in my purpose and goal.

### A Time for Myself

There did come a time, however, when communication among us almost came to a standstill. Just about the time my father joined Toastmasters, when I was 13, I decided I wasn't interested in communicating with my parents anymore — they suddenly seemed to live in a world different from mine. I began to keep things to myself, and went off on my own, quite a bit. Just about that time, my mother bought me a diary and encouraged me to write down my thoughts. Thanks to her, I continued to communicate my ideas — my innermost self — at a time when it was probably more crucial than ever. That diary was the most important thing in my life when I was 13, and thanks to my mother, the spirit of communication never died within me.

"So you think your success as a Toastmaster comes from the way you were brought up?" Dad asked me.

"I guess you could call it a burning desire to perpetuate the good feelings I got from communication at home," I summed up philosophically. "It wasn't necessarily your skills that were passed along to me, Daddy, or your speaking style. It was your communicative disposition."

That is not to say all communicative people, all successful Toastmasters, arise from families such as mine. I know in many cases just the opposite is true. Sometimes a lack of communication in childhood hides talents that are not manifest until a person feels free of his family ties.

But in my case, communication is a joy — an art I picked up from my parents while growing up. For that I am grateful.

"This has been nice," said my mother, finishing the last of her iced tea. "Like old times."

Dad was gazing fondly at his old Toastmasters pin. "I'd like you to have this, he said with a grin, as he proudly pinned it on my collar. ■

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*Viki Hurst is a member of the Auto Club 2681-1 in Century City, California. A member since the summer of 1976, she is also a freelance writer, having been published in a number of local and trade magazines, as well as in the Los Angeles Times.*

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

# Hall of Fame

## DTM's

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

**George J. McKee**  
Akron 151-10, Akron, OH

**Jewell T. Wood**  
Magic Empire 652-16, Tulsa, OK

**Thomas R. Beers**  
Westinghouse Gaveliers 3160-18, Baltimore, MD

**Dudley Bobbitt**  
C B Communicators 2114-24, Council Bluffs, IA

**Richard D. Seelig**  
Wisconsin 3490-35, Milwaukee, WI

**William D. Fink**  
Gold Mine 241-37, Concord/Kannapolis, NC

**Lynn H. Pafford**  
Sunrise 3035-43, Memphis, TN

## ATM's

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

**Dennis Detienne**  
Business Men's 100-F, Santa Ana, CA

**Donald G. Hilliard**  
Newport Center 231-F, Newport Beach, CA

**Henry M. Leutz**  
Moreno Valley 2169-F, Sunnymead, CA

**Fred H. Postma**  
Mun-E-Men 2732-2, Everett, WA

**Ronald D. Swisher**  
Superstition 73-3, Mesa, AZ

**Harold J. Quinette**  
Thunder Mountain 777-3, Ft. Huachuca, AZ

**H. Wayne McDaniel**  
Sunrise 1829-4, Salinas, CA

**Theodore Schadeberg**  
Pajaro Valley 2373-4, Watsonville, CA

**Harold V. Morgan**  
Jet Stream 2624-4, NAS Moffett Field, CA

**Raymond T. Robinson**  
Point Loma 198-5, San Diego, CA

**Robert J. Mills**  
IRS 3743-5, San Diego, CA

**William H. Pfender**  
Convair 3745-5, San Diego, CA

**James R. Espy**  
Tartan 162-6, St. Paul, MN

**Jack Alexander**  
Scottish Rite 943-6, Minneapolis, MN

**Ann M. Smith**  
Rosaria 1305-7, Portland, OR

**Albert Komarek**  
Lamplighters 449-9, Spokane, WA

**William L. Lawrence**  
Boonville 465-11, Boonville, IL

**H. Max Vines**  
Athens 1779-14, Athens, GA

**J. Thomas Bernasek**  
Breakfast 563-15, Pocatello, ID

**John R. Latham**  
Magic Empire 652-16, Tulsa, OK

**Paul T. Kinney Jr.**  
Penn Square 2106-16, Oklahoma City, OK

**Paul V. Beck**  
Keystone 3139-16, Tulsa, OK

**Julius Poms**  
Westinghouse 1054-18, Baltimore, MD

**Joseph A. Zamoyta**  
Elkridge 2045-18, Baltimore, MD

**Frank H. Nakagawa**  
Summerland 3872-21, Summerland, B.C., Can

**Hugh England**  
Carlsbad 1182-23, Carlsbad, NM

**R.E. Smathers**  
Business Men's 281-24, Omaha, NE

**Richard G. Ellis**  
Garland 1207-25, Garland, TX

**Herb Finger**  
Garland 1207-25, Garland, TX

**Max Warren**  
Garland 1207-25, Garland, TX

**Lloyd H. Lauerman Jr.**  
Ft. Collins 375-26, Ft. Collins, CO

**Barbara Reichert**  
Sheraton Westgate 996-28, Toledo, OH

**Julius H. Lieberman**  
Northwood 1329-28, Pleasant Ridge, MI

**Richard J. Hayward**  
Motor City Speak Easy 1660-28, Plymouth, MI

**B.B. Boles**  
Mentors 1974-29, USNAS Milton, FL

**Clay S. Davis**  
Executive 2956-29, Pensacola, FL

**Don F. Coleman**  
Argonne 128-30, Argonne, IL

**Robert Uhrina**  
Silvertones 3559-30, Chicago, IL

**John J. Balco**  
Honeywell Communicators 3326-31, Waltham, MA

**Keith W. Johnson**  
Monument 898-36, Washington, D.C.

**George J. Russo Jr.**  
Lancaster 1732-38, Lancaster, PA

**W.R. Knox Jr.**  
Sacramento 2213-39, Sacramento, CA

**John E. Philpott**  
Sierra Sunrise 2318-39, Reno, NV

**David L. Reed**  
Beechwood 859-40, Columbus, OH

**Dr. A. Richard Brazis**  
Queen City Founders 1619-40, Cincinnati, OH

**William A. Moran**  
H.E. Dobson 2005-40, South Charleston, WV

## New Clubs

**2158-21 Nelson & District**  
Nelson, B.C., Can — Wed., 6:30 p.m., Pur  
Lantern Restaurant, 652 Baker St., (354-40  
Sponsored by Cranbrook Ladies 731-21 and  
Cranbrook 3532-21.

**1682-3 Speechmaster**  
Phoenix, AZ — Wed., 7:00 a.m., VARO, 322  
Central Ave., (261-4069). Sponsored by H  
Noon 387-3.

**2588-7 Turnaround**  
Seaside, OR — Tues., 6:30 a.m., Pig-N-Pan  
Restaurant, 323 Broadway, (738-7137 or  
738-5555). Sponsored by Clatsop Coeds 151

**14 FAA Southern Region**  
Atlanta, GA — Tues., 11:30 a.m., FAA, Regional  
3400 Whipple St., East Point, GA,  
(7595).

**18 Hunt Valley**  
Hunt Valley, MD — Wed., 12:00 noon, Westing-  
house Corp., (667-5557). Sponsored by Westing-  
house Gaveliers 3160-18.

**18 Mason Dixon**  
Ritchie, MD — Wed., 11:45 a.m., Fort Ritchie  
Officers Club, (878-4302). Sponsored by  
Ritchie 1082-18.

**18 Municipal**  
Phoenix, AZ — Tues., 6:45 a.m., Municipal  
Building Sub-Basement, 251 W. Washington St.,  
(26936). Sponsored by Phoenix 365-3.

**18-69 Mackay**  
Mackay, Qld., Aust — Wed., 7:30 p.m., Mackay  
High School, Milton St., (079-561224).

**18-25 PRO SE**  
Dallas, TX — Thurs., 6:45 p.m., Wyatt's Cafeteria,  
Wattson & Forest, (331-2203). Sponsored by  
PRO SE 1207-25.

**18-25 Speakeasy II**  
Denver, CO — Wed., 6:30 p.m., Roman Arches,  
144 Arapahoe Ave., (499-8979). Sponsored by  
Speakeasy 769-26.

**18-28 Bechtel**  
Ann Arbor, MI — Thurs., 5:00 p.m., Bechtel  
Cafeteria, 777 Eisenhower Parkway, (994-7495).  
Sponsored by Huron Valley 1909-28.

**18-30 The Air Bags**  
Northbrook, IL — Wed., 5:00 p.m., Allstate  
Insurance Co., Allstate Plaza North, (291-6498).  
Sponsored by Des Plaines 1645-30.

**18-31 Prime**  
Springfield, MA — Wed., 12:00 noon, Prime  
Computer, Inc., 145 Pennsylvania Ave.,  
(799-2960). Sponsored by Honeywell-  
Communicators 3326-31.

**18-45-U LINK (WKK)**  
Mamaguete City, Philippines — Fri., 8:00 p.m.,  
Executive Room, North Pole Restaurant (20-95).  
Sponsored by Barangay 3128-U.

**18-69-40 Ohio State University**  
Columbus, OH — Thurs., 5:30 p.m., Drake  
Union Scarlet Suites A-D, 1849 Cannon Dr.,  
(242-4171). Sponsored by Rockwell 214-40.

**18-32-40 New Federal Building**  
Columbus, OH — Mon., 11:30 a.m., New Federal  
Building, 200 North High St., (469-6694).

**18-719-62 Early Bird**  
Grand Rapids, MI — Tues., 6:30 a.m., Uncle  
John's Restaurant, 3224-28th St. S.E.,  
(538-6439).

**18-725-63 Twilight Toasters**  
Kingsport, TN — Mon., 6:00 p.m., Kingsport  
Public Library, Center St., (245-0211). Spon-  
sored by Tuesday Toasters 3004-63.

**2065-64 Flin Flon**  
Flin Flon, Man., Can — Wed., 7:30 p.m., St.  
Peter's Meeting Hall, 298 Green St., (687-3162).  
Sponsored by The Pas 2237-64.

**3461-72 Manukau**  
Manukau, Auckland, NZ — Tues., 7:00 p.m.,  
Manukau Room, Manukau Council (Howick  
53-45770). Sponsored by Pakuranga 3830-72.

**3799-39 First Nevedans**  
Reno, NV — Tues., 7:30 a.m., First National  
Bank, Room 700-A, One East 1st, (784-3309).  
Sponsored by Truckee Meadows 178-39 and  
Sierra Sunrise 2318-39.

## Anniversaries

### 40 Years

**Business Men's 100-F**, Santa Ana, CA  
**Modoc 98-7**, Klamath Falls, OR  
**Pioneer 97-26**, Casper, WY

### 35 Years

**Miles City 239-17**, Miles City, MT

### 30 Years

**Faribault 372-6**, Faribault, MN  
**Magic City 572-48**, Birmingham, AL

### 25 Years

**Mainliner 1213-4**, South San Francisco, CA  
**Blue Ox 1235-7**, Portland, OR  
**Nora 1183-11**, Indianapolis, IN  
**Scenic City 682-19**, Iowa Falls, IA  
**Shelton 1236-32**, Shelton, WA  
**West Hills 1249-40**, Cincinnati, OH  
**Mid-South Navy 1228-43**, Memphis NAS, TN  
**Freeport-Hempstead 1105-46**, Freeport, NY  
**Navesink 1227-46**, Middletown, NJ  
**Bicentennial 956-57**, Pleasanton, CA

### 20 Years

**Foothill 116-F**, Glendora, CA  
**Papago 2694-3**, Phoenix, AZ  
**Gainesville 2520-14**, Gainesville, GA  
**Jay Cee 2446-17**, Havre, MT  
**Plant Industry Station 2627-36**, Beltsville,  
MD  
**Wekeamy 1898-46**, Kearny, NJ  
**Cosmopolitan's 2655-46**, Whippany, NJ  
**Freeport 2614-54**, Freeport, IL  
**Toowoomba 1688-69**, Toowoomba, Qld.,  
Aust

### 15 Years

**Leisure World 2230-F**, Seal Beach, CA  
**Saratoga 3572-4**, Saratoga, CA  
**Alcoa 1092-13**, Pittsburgh, PA  
**Thunderbird 1566-16**, Tulsa, OK  
**Guymon 1680-16**, Guymon, OK  
**Irving Park 2069-30**, Chicago, IL  
**Mother Lode 1581-33**, Sonora, CA  
**Breakfast 3569-35**, Oconomowoc, WI  
**Suitland Federal 3349-36**, Suitland, MD  
**Arsenal 2264-38**, Philadelphia, PA  
**Breakfast 3581-62**, Muskegon, MI

### 10 Years

**Pajaro Valley 2373-4**, Watsonville, CA  
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