

MAY, 1958

The TOASTMASTER

NOBODY TELLS ME ANYTHING

By Robert L. Kahn and Charles F. Cannell

WHAT'S IT WORTH?

By Ernest S. Wooster

YOUR ZONE CONFERENCE



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

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

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

The TOASTMASTER

For Better Thinking—Speaking—Listening

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MAY, 1958



NOBODY TELLS ME

By ROBERT L. KAHN
and
CHARLES F. CANNELL

THE VICE-PRESIDENT of the Jefferson Appliance Company sat in his office late one afternoon, recasting events of an extremely unsatisfactory day. At 9 o'clock he had learned that customer complaints had reached a new high. As if to underline this statistic, an important and long-valued customer called at 10 o'clock to say that unless the delivery schedule became more dependable, he would be forced reluctantly to seek an alternative source of supply.

The vice-president had decided to get to the bottom of this particular mystery. In order to avoid accusations and recriminations, he had begun by talking separately to each of the three department heads involved—sales, manufacturing and engineering. Looking back on these three interviews, it seemed to him that each of the men reported only the things that he felt the vice-president could hear without drawing adverse conclusions.

In short, our executive said bit-

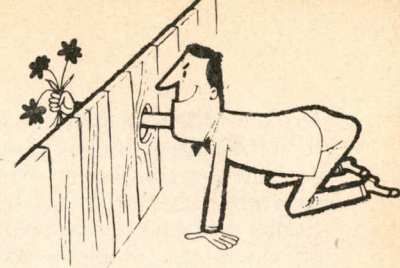
terly: "Everybody covered himself, and I learned very little. I know it's always tough to talk to the boss, but after all I'm not going to fire anybody. I only want to know what the problems are, and I told them so. Our sales manager was glib and talkative; he lectured me for an hour on the excellent job sales is doing under handicaps. The head of manufacturing came in next and sat there like a deaf-mute for twenty minutes. I had to pry every word out of him. Our chief engineer was too busy defending himself to tell me anything.

"And yet I've got to have that information. There ought to be some way I could get these three men to work this delivery problem through with me. After all, it's their problem, too."

The Wires Are Down

What does this situation present, besides a picture of incipient hypertension? *It reveals a basic failure of communication.* The executive is unable to get the facts he needs to solve an important problem. Yet information-getting

Condensed from Dun's Review and Modern Industry, November, 1957, by permission of the Editors.



ANYTHING!

is an essential part of the executive's job. He must have accurate information as a basis for decisions. But he cannot observe personally everything on which his decisions must depend.

It is an ironic fact of executive life that the higher the man goes in his organization, the more important his decisions become, and the more indirect must his channels of information be. The head of a large company is likely to base his judgments on information three or four times removed from direct operating experience. His role comes to consist largely of information-getting, information-evaluating, and information-giving—and his major activity turns out to be, often to his own surprise, merely talking to people.

This is not to suggest, of course, that executives do nothing but acquire facts from their subordinates. It is certainly true, though, that the acquisition of information is one of the executive's major functions—something he must do well to be successful in the decision-making aspects of his job.

Penalties of Proficiency

Why is it difficult for executives to get information? Since we are all communicators by training and experience, why shouldn't an interview be a simple and efficient interaction between an expert sender and an equally expert receiver of messages?

There are many reasons. Some of them are closely tied to the very fact that we are so experienced in communicating. We have developed ways of reacting to each other that are intended, not to facilitate the communication process, but to protect us from appearing ridiculous or inadequate. We want to appear intelligent, thoughtful, and in possession of other assorted virtues.

People sometimes communicate in order to beguile us in a direction in which we may not wish to go. To such communication we sometimes reply with omissions and inaccuracies. This is our defense against letting ourselves be influenced against our will.

Again, through long experience we learn to an-



ticipate what is likely to be said in a conversation. Often, therefore, we don't really listen. We may hear only what we expect to hear, basing our expectations on all sorts of clues—the speaker's voice or manner or dress, for example. We may listen only for the things that fit our purposes, stopping as soon as we have classified the speaker, satisfied our curiosity, or decided what we ourselves are going to say next.

Each of us comes to recognize that others may communicate with him for a variety of reasons—which may or may not be in harmony with his own purposes. As a result, everyone spends some of his attention and energy trying to *evaluate* each message in terms of his own needs and others' motives.



Barriers to Communication

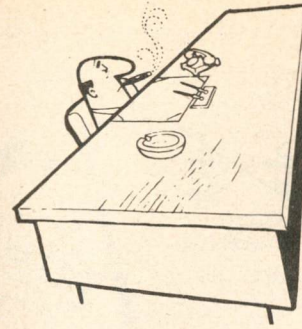
To become a successful information-getter, the executive must understand the motives and barriers to communication, and he must become skilled in creating an

atmosphere in which the motivational forces to communicate are strong and uncomplicated. In short, he must become capable of handling the dynamics of interviewing.

The executive interviewer is burdened with a dual role. He is an information-getter during the period of the interview, but he is also a decision-maker whose actions have direct and important effects on the careers of his subordinates. It is hard for him to shed these attributes of power completely, and it is still harder for the subordinate to ignore them. Even the possibility that his superior may come to have a less favorable view of his abilities, or that divulging certain information may bring some reprisal, may lead the subordinate to withhold or distort facts.

Another barrier to communication springs from the subordinate's relationship to his own colleagues. He may be willing to speak about himself, but feel that he must parry questions that would require him to put others in a bad light. Executives who are insensitive to such feelings of obligation and allegiance may be puzzled to find, in the midst of an interview, that it has become impossible to get more information.

A third important barrier to communication in the executive interview is the "psychological distance" between interviewer and respondent. When talking to a person whom we consider unable to understand and sympathize, we tend to withhold information.



Alone in the Executive Suite

It is a truism that presidents of companies are the loneliest men in the world. There are certain attributes of the executive job that shout "psychological distance" to the subordinate. The executive earns a higher salary and probably lives in a different neighborhood. His office is larger and differently appointed; he probably moves in different social circumstances. All these differences lead the subordinate to be skeptical of his superior's ability to understand and sympathize with his problems. The executive interviewer must, therefore, prove his understanding and empathetic ability. His job spells "psychological distance"; his behaviour must counteract this message.

For convenience we can divide the motivation to communicate into two kinds—extrinsic and intrinsic. Extrinsic motivation means that the communication is undertaken in order to bring about some result that is considered desirable. The person who initiates the communication may think that the other can himself bring about change or can make some indirect contribution to a desired change. Extrinsic motivation operates only

if the communicator perceives the relevance of the interview to his own goals and interests, and the role of the interviewer in bringing about change.

Sometimes, however, intrinsic motivation is even more important to the subordinate than is extrinsic. Intrinsic motivation arises from the fact that it is a psychologically rewarding experience to talk with a receptive, understanding person on a topic of mutual interest. In the executive interview, intrinsic motivation can operate only if the subordinate believes that the executive interviewer has a sympathetic understanding of him and what he has to say. He must see the executive as capable of understanding his point of view, without rejecting him during the interview or punishing him afterwards.

Putting Motivation to Work

How can the executive tap these sources of intrinsic and extrinsic motivation?

Unless a strong personal relationship already exists, he must depend at first on extrinsic motivation. This means he must make sure the subordinate clearly understands the purposes of the interview and how they relate to his own goals and values, and how the desired information will be used.

Consider the interview situation with which we started: The vice-president might have opened the interview as follows: "Come in, Bill, and sit down. I've just heard from Johnson & Company that they haven't been getting deliveries on schedule. Now, as you

know, they're among our best customers, and there's no use pretending we don't need their business. So I'm trying to face the problem of what's to be done.

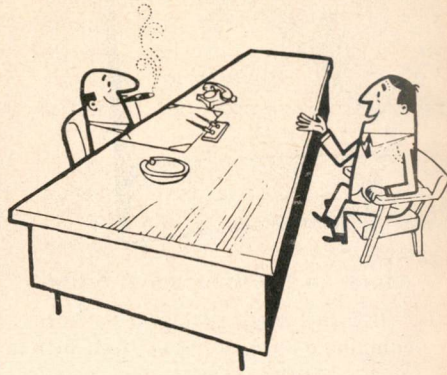
"I know that we're all working up to capacity, and I'm not suggesting that these delays are anybody's fault. This whole situation is too serious to be worrying about whose fault it is. We need to clear up the problem. So I thought I'd talk to you and Joe and Harry, and see if among the four of us we couldn't come up with an answer."

This introduction meets the requirements for achieving extrinsic motivation. It makes clear the purpose of the interview and relates it to the subordinate's own goals. It tells how the information will be used. It also reassures the subordinate that he is not being threatened.

How to develop intrinsic motivation to communicate is a subtler matter, and one less easily illustrated. It depends on the interviewer's success in conveying his ability to understand and sympathize, his feelings of warmth and responsiveness.

Focusing on Objectives

But free and unguided communication, regardless of its volume, will not meet the needs of the executive. Each interview must have a purpose, and it is the interviewer's responsibility to control the content of the interview accordingly. To do this, he must know in advance what it is that he wants to achieve. He will also need to have well in mind the key



questions he wants to ask. This preparation serves the interviewer much as a topical outline or a set of notes serves a man about to make a speech. In most cases, all the executive must do is to spend a few thoughtful moments jotting down major objectives and noting a few key questions with which to introduce these objectives into the conversation. Such an outline will help the interviewer get what he wants from the interview as efficiently as possible.

He is now equipped with the interview objectives and has written out in advance at least some of the key interview questions. If he does a reasonably good job of relating the interview process to the subordinate's goals and establishing a rewarding psychological atmosphere, can he be confident that the information he gets will be complete and accurate? Unfortunately, not quite. His chances of getting adequate information are vastly improved, but there is still the problem of bias in the interview itself.

How Bias Slips In

"Bias" means anything the interviewer does (or fails to do) that results in inaccurate information. It may enter the interview in a variety of ways. One of the most common is in the way the questions are worded.

With appropriate advance planning, the executive will probably have fewer difficulties from biased questions than he will from handling the interaction with the subordinate *after* a key question has been asked. Few subordinates spontaneously give answers that are complete and on target. They are much more likely to wander from the objectives and give only a partial answer. When the interviewer tries to redirect the interview to the objective or to encourage further response, the dangers of bias become particularly acute. The interviewer, therefore, needs skill and insights enabling him to use an informal kind of probing that maintains the motivation to communicate and focuses the respondent's conversation on the objectives of the interview—without biasing the responses.

In all this, two prime requirements for successful interviewing have emerged. First, the subordinate must be motivated to communicate to his superior. Second, the superior must focus the content of the communication on the specific objectives of the interview. Each of his questions or probes should contribute to meeting both these requirements.

A Matter of "Style"

Although interviewing skill can make a substantial contribution to successful management, there is an important limitation to be considered. Earlier this article noted the difficulties of the executive's position, in which he must be both information-getter and decision-maker. This dual objective, which is difficult to handle under the best of circumstances, becomes almost unattainable for the executive whose characteristic leadership "style" is completely directive and autocratic. If such an executive tries to communicate permissiveness and supportiveness during an interview, he will appear inconsistent and insincere to his subordinates. On the other hand, the executive whose approach to his leadership role is compatible with the techniques of interviewing will discover that he has a management tool of the utmost value. ♦

Robert L. Kahn and Charles F. Cannell are psychologists who have worked on interviewing techniques for a number of years. Dr. Kahn was formerly head of the Field Division of the U. S. Bureau of the Census and is now a program director of the University of Michigan Research Center and associate professor of psychology at the University. Dr. Cannell was supervisor of student counselors at Ohio State University and later was responsible for devising interviewing techniques for large-scale field surveys conducted by the U. S. Dept. of Agriculture. He is now head of the field staff at the Survey Research Center and associate professor of psychology in journalism at the University of Michigan.

WHAT'S IT WORTH?

By ERNEST S. WOOSTER

Ernest S. Wooster, who finds himself even busier in retirement than he was during his years as a newspaperman and in the State Audit Office, is a member of Santa Ana Toastmasters Club No. 15.

I HAVE been a Toastmaster for 25 years.

In that quarter of a century, I have been president and secretary of two clubs, have been a member of three, charter member of two, have helped organize several, and was once an inconspicuous and ineffectual member of the Board of Directors of Toastmasters International.

Sounds impressive, doesn't it?

But let's take a dollar look at it.

It must have cost me about \$2000, beginning with the days of the two-bit dues and the 35-cent meals, coming up to today's inflated dollar dues and dollar-six-bits to two-dollar meals. This doesn't count gas and tires and visits and other froth of the movement.

It raises a question. Was it a good investment?

Count the time, for instance. Two hours a week—not including

portal to portal time—is about 100 hours a year, 2500 hours in this fourth of a century. Putting it into 8-hour work days, it runs to something over 300. That's a full work year. Have I slipped somewhere in those figures? It doesn't seem possible that any gullible fanatic would go so all out. A solid year at Toastmastering. (Forgive the wicked word, but what else describes it?)

Twelve work months to get what?

Of course I made a project of it. I'll admit that. That's why the money and time runs so high. On the benefit side, I can talk with some self-assurance before any group of any size, the bigger the better. Only I don't get any of the bigger. Just Toastmasters, who reluctantly listen but are too polite or too cowardly to say they'd prefer calm and quiet. Maybe they want me to hear *them*, so they let me talk to add one to the audience.

Over this long haul of Toastmastering, it has cost me about six bits an hour, solid time, to tell my fellow Toastmasters about the trips I have taken, my ideas on world and domestic problems, with

some futile and unsuccessful attempts at humor.

It means that for a six-minute interval once a month I have paid an average of \$6.66 per talk to convey unimportant and uninteresting information to a lackadaisical audience each member of which was panting for a chance to tell about something in which he is more interested than I.

Was it worth it?

Others in the clubs and during these years have gone forward to better jobs and incomes. Some are outstandingly successful. They give credit to their Toastmasters training.

I have remained the same. The dollar signs never touched me. Opportunities remained elusive. My only progress was in making friends. Maybe they are the most valuable of Toastmasters benefits.

Accumulating friends at \$80 a year, \$6.66 per speech, a solid year at it, is one way of guaranteeing that you can go down the street and have men say "Hi" at you, that you can occasionally negotiate a small loan, that there will be flowers at your funeral.

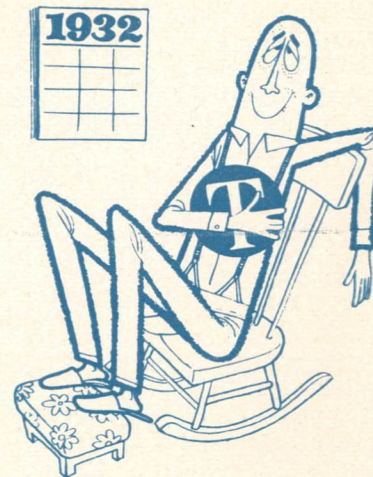
I'll admit that Toastmasters has given me the open door to many a business with ready access to the head of the firm. Only I have no business with them. I can call notables—former Toastmasters by their first names. This has no

A beloved and devoted member looks back and evaluates not a speech but a membership—and suggests that Toastmasters values depend on what the member treasures—dollars or sense.

financial significance, but is some personal pleasure. To me.

So, what has Toastmasters been worth, anyway?

The answers are indicated above. Not much. That's what I tell anyone who will listen. Maybe it has been worth more than I think, more than I can evaluate, more than my long-suffering family appreciated. Who knows what are real values in this world, anyway? Most of us try to resolve benefits into dollar signs and bank accounts. When this comes up, I scratch Toastmasters so far as I am concerned. When it doesn't come up, I can count my benefits, though too few can understand them. ❖



SPEECHMAKING

and the

By FRED DeARMOND

AMONG the classics of American literature, Emerson's "Compensation" has sent its roots down as deeply perhaps as anything ever written on this continent.

It will be remembered that the "enraptured Yankee" wrote of a dualism that underlies all nature. "Every excess causes a defect; every defect an excess. Every sweet hath its sour; every evil its good. Every faculty which is a receiver of pleasure has an equal penalty put on its abuse. It is to answer for its moderation with its life. For every grain of wit there is a grain of folly. For everything you have missed you have gained something else; and for everything you gain you lose something."

I thought of this passage and quoted it in a conversation recently with an executive of a large corporation in New Orleans. This man was telling me about the instruction in public speaking that his company gives its men.

"Some of the fellows complained of butterflies in their stomach just before they were to make speeches. But we found—and it was a surprise to me—that these were invariably the men who made the best talks. They had 'the buck' before they spoke. When they got on their feet they rose to the occasion."

The worse your "butterflies" act the better your speech will go.

What a pertinent example of compensation! Many experienced and capable speakers have told me the same thing. "I make probably a dozen public speeches a year," a trade association secretary told me. "Prior to every appearance I'm nervous and preoccupied. But the fact that I'm invited back to address the same audiences again would seem to indicate that I don't do badly, once I stand before a crowd."

No one, I venture, would think of Winston Churchill as a timid platform performer. And yet, writing of a broadcast he had promised to make while in Canada in 1943, he said: "This hung over me like a vulture in the sky."

LAW

OF

COMPENSATION

So, if your coming speech bothers you, be comforted. That is because you are conscientious and have the making of a good speaker.

Hard preparation makes easy speaking.

If you expect, for instance, to illustrate your talk with blackboard figures, drill yourself so well that you can make those computations without a misstep. If you're speaking from notes spread on a lectern, and need prompting on your figures, type them on 4x6 cards that you can hold easily and inconspicuously in your left hand while writing on the board with your right hand.

A not unimportant detail of preparation is to have your blackboard or easel set up in advance, in the right position and securely. In the midst of a piece of mathematical calculation on retail turnover that I was projecting to a business audience my blackboard came crashing to the floor with a great clatter. All I could do was

to ask for help in setting it up again, while I protested to my audience that the show was entirely "unrehearsed" and "spontaneous."

Never make the mistake of assuming that because the subject assigned to you is one in which you are well saturated and enthusiastic, therefore preparation is unnecessary. Interest and knowledge do not assure a good speech. It must start at one point and move to another point by the shortest course. This is a matter of planning and plotting. Do your sweating beforehand, not on the platform.

The more you entertain, the less you inform or stimulate to action.

Now, I recognize that the object of some speeches is to entertain. But if your purpose is to inform or stir up, don't hope to do it by entertaining. It is true you

(Continued next page)

may make one or two sallies in the beginning, designed to attract attention. After that, pure entertainment simply detracts from the totality of the impression you wish to make.

Nothing is so flattering to speakers as applause and laughter. Applause is very hard for any but a big-name speaker to attract. He can open the stop marked, "God, Mother, and Country" and maybe start the handclapping. But many speakers can touch the laughter key, and almost every speaker hopes to do it. That's why nearly all speeches are cluttered up with funny stories and alleged humor. They offer the surest way to get audible reaction.

Laughter and chuckles from the audience are highly soothing to the speaker's vanity. But do they add anything to the reason for which he is making the speech? Usually not. They consume time that could be used to further to the utmost the design of the speech, which is to inform or to inspire.

Q.E.D.: To the very extent that you succeed in entertaining you may fail in the real test of your speech.

The finer the introduction of the speaker, the more it detracts from the speech.

Some harried individual offered the supplication, "O Lord, protect us from our friends; we can take care of our enemies." In this class from which protection is sadly needed is the friend who introduces us to an audience in florid compliments. With the best

of intentions he sets up a grave hazard for the unfortunate speaker to follow.

Everyone wants to surprise strangers pleasantly. But if the herald says "Listen to this great man," what chance have you but to give your listeners less than they expect? You are cheated of your surprise. Even Robert G. Ingersoll couldn't live up to the advance notices of some speakers at the county conventions and luncheon clubs.

Trying to retrieve himself from such a situation, Harold Stassen once opened with this passage: "After hearing the introduction by your distinguished chairman, my pleasure at being invited to speak to you has changed to regret that I was not appearing before a court, because if I were at this moment before a court I would say: 'Your honor, I rest my case.' Surely nothing I can say from this point forward can do anything else than decrease your estimate of me."

One of the best introductions I ever heard went something like this: "The next speaker is Joe Simpkins. He comes from St. Louis, where he is in the advertising business. I don't

know what a man as homely as Simpkins could possibly have to say to a sophisticated audience such as this. But please sit still with your fingers crossed for the next few minutes and let's see what the answer is."

Whisper a few words in advance to the man who is to intro-

duce you. Or hand him a note suggesting what he might say. Try to see that he at least gives you a fair break—and this means throwing that beautifully fashioned halo into the ashcan.

The broader your subject the easier it seems to make your speech, but the harder it is to leave an impression.

There will always be program speech subjects such as "What's New on the Merchandising Front" or "The World Political Situation Today." But that doesn't mean you have to talk from such a birds-eye vantage point.

Taking the second of these two titles, on the basis of your newly completed world tour, let's suppose you narrow it down to "The Westward March of the Communist Ideology." But a second look tells you that is still too broad for a 30-minute speech before your local Rotary Club. So you hit upon "Communism's Appeal to the Man in the Street." After you've started

to outline these several appeals you begin to see that even this topic is too broad to be manageable. Further study suggests "The Bogus Humanitarianism in the Communist Appeal to the Free Peoples." In the end you may settle on "How the Communists Sell Their Welfare Program in France."

Broad subjects are the mark of the amateur. For my high school commencement oration I chose "The Universal Theory of Evolution." The only broader topic I can think of now is Walter Pitkin's "Brief Introduction to the History of Stupidity."

Yes, you could talk of "Business in a Changing Age" without much preparation. It seems easy. But it isn't. Narrow your theme, but sink your shaft deep.

I've not been very encouraging. What I'm saying sums up to this: In public speaking as in nature "nothing can be given, all things are sold." ❖

He who has mastered any law in his private thoughts, is master to that extent of all men whose language he speaks, and of all into whose language his own can be translated.

—Emerson, *The American Scholar*

Thought is the property of him who can entertain it, and of him who can adequately place it.

—Emerson, *Shakespeare*



By CAROLYN A. MOHR



I'VE been converted!

I no longer refer to myself as a Toastmaster's widow, begrudging the time my husband gives to Toastmasters activities and feeling sorry for myself. Instead, I rather proudly refer to myself as *Mrs. Toastmaster*, and feel that I've really never had it so good. Toastmasters International probably has no more ardent female fan.

What happened to bring about this revolutionary change? Have I been imbibing too freely of Milton or am I angling for a mink coat or a trip to Bermuda? No, nothing drastic happened—let's say that I just got smart.

Nothing is more important, I'm sure you will agree, than family happiness. And in order for the family to be happy it is necessary for the man of the family to be

happy, relaxed and fulfilled. Magazines and papers these days are full of statistics stating that the life span of the average man is some six years or less than that of his wife. He is under constant pressure in this ever accelerating world and is beset with ulcers, high blood pressure, and even nervous breakdowns. These same magazines and papers tell us that it is up to us wives to do something about it, and one of the chief recommendations is to encourage relaxing outside activities. What better outside activity can you find than Toastmasters?

I'm not suggesting that Toastmasters is a complete solution, but it certainly seems to be a step in the right direction. Where else can he go and be completely himself, saying exactly what he thinks? Of course, he might be criticized for it, but it won't be the kind of criticism that he gets from his boss, or his clients, or even, heaven forbid, the nagging criticism of his wife.

Where else can he give a speech, sounding off on some of his major convictions and minor gripes, and be assured of a group of interested and interesting listeners? Where else, other than on a psychiatrist's couch at \$25 an hour, can he lose so many inhibitions and at the same time gain self confidence and renewed assurance? Encourage him to be an active member and I will guarantee happy results.

I've seen men who as new members were painfully shy and nervous, blossom forth in the course of a few months to be self-confident and interesting. I've seen hidden talents uncovered, and I can't begin to count on the fingers of both hands the number of men in my husband's club alone who have gone on to more satisfying and better paying jobs as a direct result of their Toastmasters training. And I haven't said a word about the good will and fellowship that result when a group of men get together without their wives. Toastmasters is more relaxing, cheaper and more uplifting than poker, and probably just as much fun.

It's worth one night a week, isn't it? I certainly think so. But wait a minute, I'm not through yet.

Aside from the fact that as a result of his Toastmasters activities you will have a more relaxed, interesting and self-confident man-around-the-house, you find that you are learning a thing or two, also. Some of the Toastmasters training

Mrs. Mohr can speak with authority on the role of "Mrs. Toastmaster." She is the wife of Charles C. Mohr, Lieutenant Governor of District 28 (Michigan).

is bound to rub off on you. You will find yourself listening to speeches more critically and intelligently, and chances are that if you have to give a speech yourself in front of the PTA or something, you will be able to give a much better one just from knowledge you've gained purely by osmosis. Browsing through your husband's training manual and **THE TOASTMASTER**, helping him do research for a speech, learning and discussing new words, are not only surprisingly interesting and informative but help develop a closeness between you and your husband. Toastmastering is one masculine activity in which you can have a much greater share than you may realize.

It's often been said that behind every successful man there is a woman, and I firmly believe that behind every successful Toastmaster there is an enthusiastic wife. I'm glad my husband is a Toastmaster. Try a little positive thinking on the subject and I'm sure that you will be glad that your husband is one too. ♦

A WORD TO THE WIVES

ONE HUNDRED YEARS AGO

By RALPH C. SMEDLEY

THE present year, 1958, presents a tempting array of program material for all Toastmasters Clubs. For those in the United States, the events of one hundred years ago should stimulate study and speech on subjects vital to national development. There are many such subjects which offer useful suggestions for dealing with conditions of today.

In 1858, the controversy concerning slavery was heading into the final struggle, the war between the states. Leaders were coming to the front on both sides. Efforts were being made to find grounds for compromise. Tempers were flaring out of control. The Government at Washington was in a desperate situation. A study of the history of that year will be profitable for any thoughtful person.

But of supreme interest, especially for Toastmasters, is the study of two men, "orators" if you please, who inscribed their names among the immortals by their talking and their leadership. These men were Abraham Lincoln and Stephen A. Douglas.

The series of debates held in Illinois during that summer profoundly influenced the course of history. Here is program material for more than one meeting for any Toastmasters Club whose members are willing to make some studies.

Certainly our clubs in Freeport, Galesburg, Ottawa, Quincy and Alton will take notice of this anniversary, for it was in their cities, as well as in Charleston and Jonesboro, that the two giants met each other and wrestled verbally for supremacy. Douglas was candidate for re-election to the United States Senate, and Lincoln was the nominee, as his opponent. Both men stumped the state, in the accepted style of their times.

The circumstances which led to the debates appear to be like this: Both men had been making speeches at various points, discussing the same problems. Lincoln made the proposal that they should try it out in pairs, each presenting his own views and replying to the claims of the other. Douglas agreed to the suggestion and to the terms suggested by Lincoln.

Douglas was to open the first debate—at Ottawa, Illinois, on August 21—with a speech of one hour's duration. Lincoln was to have an hour and a half for his reply, and then Douglas was to close in thirty minutes. Thereafter, the speakers were to take turns in opening and closing the discussions. Thus, Lincoln spoke first and last at the Freeport debate, on August 27, and so the alternating arrangement was continued through the series.

In order to understand and interpret these speeches, one must know something about the events in the background. These events provide subjects which can lead to studies of absorbing interest.

What was the Dred Scott Decision? What was the Lecompton Constitution? What was the Missouri Compromise? What was the trouble in Kansas, which stirred up so much conflict? What was the vital question which Lincoln propounded to Douglas in the debate at Freeport?

These questions can easily start any thoughtful American on a course of reading which will make him a more intelligent and understanding citizen, and which will renew his loyalty and devotion to the "land of the free." Such studies will be useful for Toastmasters in other lands in that they will help to a better understanding of the American way of muddling through, making mistakes, and finally reaching the right solution for problems.

There is no lack of reference material on the subject. Lives of Lincoln have been written by Carl Sandburg, Albert Shaw, Joseph Fort Newton, Albert J. Beveridge, Paul M. Angle, John C. Nicolay, and many others. Each has its own approach to the discussion of the same events.

A good way to get at the matter is to visit your most convenient public library and ask about help in finding a good book about Lincoln. In any such book you will find abundant material about Douglas; the two are inseparable.

You will discover that Douglas was a powerful extemporaneous speaker, as well as a remarkably strong expounder of his ideas in the prepared oration. You will find that Lincoln possessed certain natural abilities which he put to good use, even though he lacked training in oratory. You will learn that while Lincoln was a great story teller in his conversations, he laid aside his humorous qualities when he faced an audience, and spoke with serious and impressive words, frequently inventing phrases which have lived to become almost proverbial in our speech.

Take a backward look as we observe this centennial of a series of speeches which did much to shape the destiny of the United States. Compare the old problems with the modern ones, and try to learn from this comparison better ways of dealing with today's situations. In making such studies, you will improve the quality of your own citizenship, and you may add material of priceless value to your store of speech material. ♦

Editorially Speaking . . .

WHOSE ARE WE?

"I think Toastmasters is a wonderful organization," writes Lewis J. Woodruff, a member of Club 106 of Richmond, California, "but because your organization is such a good idea," Mr. Woodruff worries about us. He asks (1) "Why other clubs have not been formed which attempt to emulate the principles of speech improvement as developed by Toastmasters" and (2) "Whether it is possible legally to protect or preserve Toastmasters principles for this organization alone." He asks further, (3) "If others obtain our materials and copy our methods, how are we to maintain our individuality?" and finally, Mr. Woodruff observes (4) "So far Toastmasters seems to be holding its own—but what about the future?"

We can give you some facts and answers to the first two inquiries. We can only offer opinion and observation on the last two concerns.

1. *Imitators.* Other clubs and nationally organized groups have imitated us. It's been going on for years. A number are imitating us now. It is quite probable that there will be imitators in the future. Those groups depending entirely upon what they have borrowed from us and from others are evanescent; they flourish and vanish. Some fail for one reason; some fail for another. In each venture, there has been some dissimilarity at a crucial point—some Achilles' heel.

The fact that we continue to grow, and imitators continue to fail, is reassuring to Toastmasters whose primary concern is the continuity of our existence. It also suggests that the secret of our success does not rest entirely in our methods and materials.

2. *Protection.* We owe it to our members to take all reasonable, legal steps to safeguard our insignia, our name and our published material since these properties are part of the assets of the non-profit corporation which we are obligated to maintain in the interests of our members. For this reason, we have acquired an imposing collection of trade-marks, service marks and copyright registrations evidencing our ownership or rights. When necessary, we have taken steps to protect our organization, and its members.

As an organization, we are not unduly concerned about the actionable situations in which we are deprived of membership fees from those who have joined other groups under the impression they were becoming Toastmasters. Our riches are not primarily financial. We grow richer from what we give to others. One measure of our success is the number of members who eventually leave us, having achieved what they sought in Toastmasters. A more impressive evidence of our success is the growing number of men who have remained active in their clubs for five, ten and fifteen years—recognizing that no member ever gets all that his club has to offer.

We frequently give advice and counsel in response to requests from some of our imitators. We give them our material. We do not believe in holding our cards too close to our vest. We neither have nor could we obtain exclusive rights to the principles of good public speaking, self-improvement, evaluation and good fellowship. We have no monopoly on these principles. The world would be a sorry place were it possible to establish such a monopoly. In fact, not enough groups help their members in these respects. We wish there might be more. We would like to see all men improve themselves. Other groups may use other methods with good effect. Any honest effort by others to stimulate better listening, better thinking and better speaking contributes to better understanding among men and better relations between them. We do not frown because they possess no Toastmasters charter.

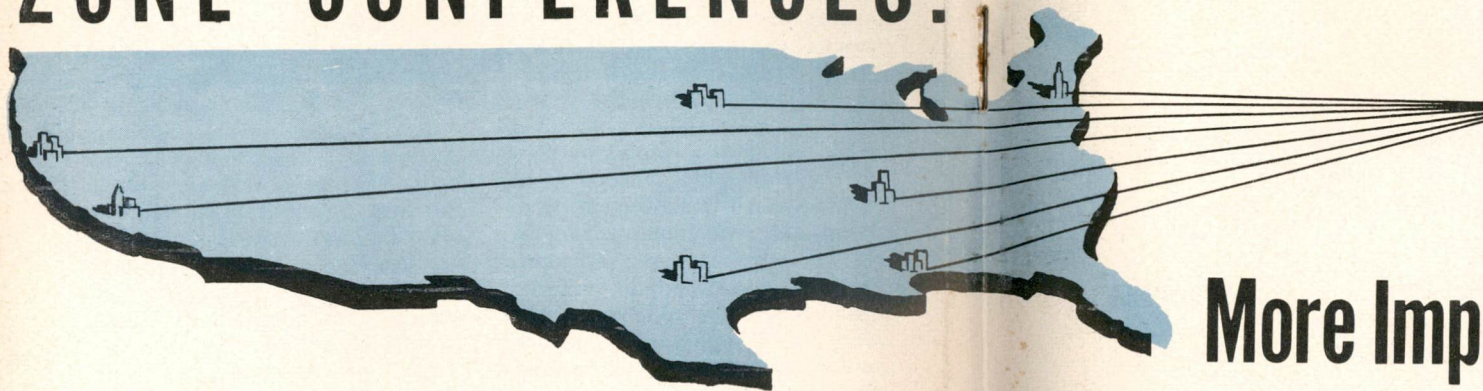
3-4. *Individuality and Future.* Do these broad policies adversely affect our individuality or our future, as our correspondent asks? We don't think so. The bright record of our steady growth and increasing success for more than a generation supports our conviction. *What we've got that makes us different—that makes us successful, we can't give away and others cannot take from us.* These are our intangible assets. They hold the secret of our individuality and the assurance of our future. We are what a half million members have made us in the course

of a generation. Call it tradition or corporate character—*esprit de corps* or *je ne sais quoi*: by any name the quality has made us distinctive. It is enduring; it is a source of pride to our members. As they share in it, they contribute to it. We are a reflection of the spirit of our members. We can never be more than what our members make of us. Principles, methods and materials are nothing without the hearts and minds of men to give them life and meaning.

Each of you comes to us for your own reasons. Each of you brings something a little different, something that enriches the whole organization and becomes a part of its collective character. Your individuality and your effort are the priceless ingredients which, mixed with what we offer, produce an organization which others imitate and men whom others would emulate. These assets are our greatest riches; they constitute our individuality. They cannot be given away or copied.

We therefore have only one observation to offer Mr. Woodruff in answer to his concern for our individuality and our future: In writing to us, you referred to Toastmasters as *our* organization. Toastmasters belongs to you, Mr. Woodruff, and all your fellow members. You, not we, are responsible for its individuality and future. Its distinctiveness and continuance are assured so long as it has your interest and your efforts in your *own* behalf.—M.F.

ZONE CONFERENCES:



More Important Than Ever

This year, Zone Conferences have taken on an added importance.

For the first time in the history of Toastmasters, clubs within the zone will select an individual of their choice to be nominated as the Director from the Zone at the annual business meeting of the organization, held at the convention in Pittsburgh, Pa., August 14-16. This new procedure is the result of many years of planning by the organization for regional representation on the Board of Directors in its study of ways and means of bringing increasing benefits to clubs and members.

If your club wishes to have a voice in the selection of leaders of your organization, it is important that you be represented at your Zone Conference!

Every Toastmaster who has ever attended a Zone Conference knows and values the extra dividend of Toastmasters training such an experience gives. Your Zone Conference offers you training, inspiration, new ideas and the opportunity to broaden your horizons and increase your abilities. It gives you the chance to become acquainted with neighbor Toastmasters and with leaders of the International organization, to learn from them and share experiences.

Each conference will offer an educational session designed to present the full scope of Toastmasters activities to all in attendance, from the newest member of a club to District and International officers. Here is a priceless opportunity to determine your own direction of growth and measure your past achievements in the light of new possibilities and challenges.

An equally important feature is the District Officers Training Session for newly-elected District Governors and Lieutenant Governors. This intensive workshop equips them to build a strong and vital field organization, bringing Toastmasters International into closer relationship with the District Officers and club members, and providing training in administrative and executive techniques to ensure an efficient district operation.

Each conference will find at least two members of the Board of Directors of Toastmasters International in attendance. They bring to the educational sessions their rich experience in the organization and their understanding of the structure and the goals of Toastmasters International.

The Speech Contest is an annual feature of each Zone Conference. Here the winners of the District Conference contests compete to determine the Zone representatives in the Regional Contests and the ultimate International Speech Contest, held during the convention.

There'll be fun, too, as each host group plans special events to interest their Toastmaster guests. Don't miss the opportunity offered by your Zone Conference—there won't be another until next year!

May and June offer you sixteen Zone Conferences, held in easily accessible locations, as listed on the next page.

All members planning to attend should so inform the Zone Chairman, as events will be planned to meet expected attendance.

	ZONE	DISTRICTS	DATE	LOCATION	ZONE CHAIRMAN	BOARD MEMBERS ATTENDING
Region I	A	2,7,21,32	June 7	Seattle, Wash. Frye Hotel	Gene Henderson 2236 W. Halladay Seattle 99, Wash.	Glenn H. Holsinger Evans T. Hamilton
	B	9,15,17,33	June 13-14	Boise, Idaho Hotel Boise	Richard V. Keim Route #5 Nampa, Idaho	Glenn H. Holsinger Evans T. Hamilton
Region II	A	4,12,27,39,57,59	June 7	Pacific Grove, Calif. Asilomar Beach State Park	Robert Newell 25915 Purissima Ave. Los Altos Hills, Calif.	Robert A. Moore Paul W. Hornaday
	B	F,3,5,50,51,52	June 14	Anaheim, Calif. Disneyland Hotel	Paris S. Jackson 9068 E. Las Tunas Dr. Temple City, Calif.	Robert A. Moore Paul W. Hornaday
Region III	A	22,24,26,55	June 21-22	Kansas City, Mo. Hotel President	Rex P. Merilatt Route #4 North Kansas City, Mo.	William C. Patten Harold J. Carper
	B	16,23,25,44,56	June 7	Odessa, Texas Lincoln Hotel	Hal W. Kirchoff 515 Broadway Plainview, Texas	William C. Patten Harold J. Carper
Region IV	A	20,41,42	June 14	Rapid City, S. D. Sheraton-Johnson Hotel	Thomas Nelson 2130 Sixth Avenue Rapid City, S.D.	Emil H. Nelson Alex P. Smekta
	B	6,19	June 7	Waterloo, Iowa President Hotel	William Nanny La Porte City, Iowa	Emil H. Nelson Alex P. Smekta
Region V	A	30,35	June 7	Madison, Wis. Lorraine Hotel	Edgar Mercer 1336 Jenifer St. Madison 4, Wisconsin	Frank Spangler Donald Ramseyer
	B	8,54	May 25	Springfield, Illinois Elks Club	Harry Hodde Allis Chalmers Mfg. Co. 3000 S. Sixth St. Springfield, Illinois	Phillip Ogden Willard Bixby
Region VI	A	10,28	June 14	Akron, Ohio Sheraton Hotel	John Puddington 4731 Fleetwood Drive RFD #1, Canton, Ohio	Willard Bixby Frank Spangler
	B	11,40	June 14	Cincinnati, Ohio Netherland Hilton Hotel	Ray Magly 2729 Vine Street Cincinnati 19, Ohio	Donald Ramseyer Phillip Ogden
Region VII	A	31,34,45,46, 53,60,61	June 7	Boston, Mass. Somerset Hotel	John G. McElwee 1 Parker Road Winchester, Mass.	George J. Mucey Herman E. Hoche
	B	13,36,38	June 14	Atlantic City, N. J.	Edwin L. Wiederrecht 1200 Delaware Ave. Wilmington, Delaware	George J. Mucey Herman E. Hoche
Region VIII	A	29,43,48	June 21	New Orleans, La. Monteleone Hotel	R. O. Martin P.O. Box 332 Shalimar, Florida	Aubrey B. Hamilton Gordon G. Armstrong
	B	14,37,47,58	June 27-28	Asheville, N. C. Battery Park Hotel	Edison Hill 308 Jackson Bldg. Asheville, N.C.	Aubrey B. Hamilton Gordon G. Armstrong

CLUB TO CLUB

Cathedral Rock Toastmasters Club 2511, Denver, Colorado:

Toastmasters dignitaries gathered to welcome Cathedral Toastmasters into the organization included Melvin A. Jabara, Governor of District 26; Leon Cleaver, President of the Acacia Toastmasters Club of Denver, and Harold J. Carper, member of the Board of Directors, TMI.

The Cathedral Rock Club is made up of officers and civilians of the Air Force Academy now located on Lowry Air Force Base in Denver. The Academy is scheduled to move to its permanent site north of Colorado Springs in the fall of 1958. The Cathedral Rock Club plans to move with the Academy.

* * *

Greetings to Cathedral Rock—(L to R) D.G. Melvin A. Jabara, Capt. William H. Copp, Pres. Cathedral Rock TM's; Harold J. Carper, TMI member Board of Directors; Leon Cleaver, Pres. Acacia TM's; Capt. R.M. Lowry, Toastmaster of evening



Lancaster Toastmasters Club 526 Lancaster, Ohio:

The Lancaster (Ohio) *Eagle-Gazette* conferred its highest honor on Toastmasters when Mr. E. C. Crane, publisher, presented an orchid to Lowell Edwards, President of the Lancaster Toastmasters Club, in recognition of the outstanding contribution he made to the community for 1957.

Mr. Crane said: "It represents the highest honor it is within the power of the newspaper to confer, in acknowledgement of meritorious accomplishment worthy of special and public appreciation."

A boxed article headed ORCHID, appeared on the front page of the paper, honoring the club for another eventful year. It gave "recognition for several community welfare ventures, by bringing the message of good will toward men clearly and concisely through the medium of the spoken word."

Toastmasters congratulate President Lowell Edwards and the members of Club 526.

* * *

Mallory Toastmasters Club 1170 Indianapolis, Indiana:

Sons and daughters of members—no age limit stipulated—were guests of Mallory Toastmasters at a regular meeting which revealed the abilities of both

fathers and children. Table topics found each son or daughter interviewed by the Topicmaster, and in most of the cases ended with a speech given by the child. The children accepted their evaluations along with those given to the formal five-minute speakers.

* * *

Areas 5-6, District 10 Ohio:

February 17-22 was Toastmasters Week in Canton, Ohio, officially proclaimed by Mayor Charles L. Babcock. All ten clubs of Areas 5 and 6 under General Chairman Gus Zielasko cooperated in bringing Toastmasters into the public eye through newspaper publicity, radio talks and window displays in downtown shopping districts.

On Friday night over 400 couples danced at a Toastmaster-sponsored ball. Proceeds from the affair will be devoted to sending representatives to the International Convention at Pittsburgh. Over \$1200 was realized from an investment of \$50 for each of the participating 10 clubs.

Now it's official—Toastmasters Week in Canton. (L to R) Arthur Engelberg, publicity chairman; Geo. Fraley, ass't. gen. chairman; John Puddington, Lt. D. G.; Gus Zielasko, gen. chairman receiving proclamation, and Miss Anne Krynock, secretary to Canton Mayor Charles L. Babcock, seated



Patricia Benny (standing) and Josephine Ryan add feminine touch to Charter Oak meeting

Charter Oak Toastmasters Club 931 West Hartford, Connecticut:

Special guest speaker for the Charter Oak Toastmasters was Miss Patricia Benny, community ambassador from Hartford for the Experiment in International Living. Members thoroughly enjoyed hearing of her summer spent in Germany and her experiences in speaking before the many local groups who supported her.

Miss Josephine Ryan, Assistant Professor of English and Speech at Teachers College of Connecticut, New Britain, was guest evaluator.



FROM GERMANY—Lt. Col. B. C. McCary joyfully presents Charter 2442 to acting Pres. Al Bruch of Rhein-Main (Frankfurt) Toastmasters

CHARTER PARTIES

MAKE THE NEWS



FROM LOUISIANA—1st club of So. Bell Telephone employees, Telco TM's and guests enjoy buffet supper prior to receiving charter 2680 from TMI Director Gordon Armstrong



TO FLORIDA—Blue Skies Club 2592 off to flying start at Homestead Air Base. (L to R) Area Gov. Frank Dean, Pres. Duane Reagan, D. Gov. (47) Donald Larson



TO LABRADOR—Hi-Flight Toastmasters take off as second club at Goose Air Base. (L to R) Wing Cmdr. Arthur Greene, RCAF, Pres. Goose TM's; T/Sgt. Robt. Tanner, Pres. Hi-Flight TM's; Col. Archie S. Mayes, Commander 4082nd AB



TO CHICAGO—Washington Park YMCA Club 341 newest recruit in growing list of clubs in D 30. D.G. Forest Highland presented charter

TO CHINA—Taipei TM's officers display Charter 1890 just received from Rear Adm'l A. L. Reed. (L to R) Sgt.-at-Arms H. G. Abel Jr.; Ed V-P W. E. Swartz; Pres. B. E. Bough; Ad V-P A. E. Harris; Treas. Kettlewell





Another beachhead established with birth of Film City Club. (L to R) Area Gov. Guy Beach, Past D.G. Norman A. Levin, Pres. Roland Beach, Frank Williams, Toastmaster of evening

Film City Toastmasters Club 2647 Rochester, New York:

Another beachhead was established when brothers Roland and Guy Beach officiated at the birth of the fourth Toastmasters club with which they have been associated, Film City Club 2647. Brother Roland, one of the organizers of the new Film City Club, was also a charter member of the Kodak Park Club 1491 and assisted brother Guy in organizing the Rochester Gas & Electric Corporation Club 1993. Guy was main force in setting up Fireside Toastmasters No. 2281, is now Area Governor for Genesee Valley section of District 34—obviously two Beaches where the tide always runs high!

Both Kodak Toastmasters groups—the Kodak Park Club and the new Film City Group—are sponsored by the Kodak Park Athletic Association, recreation organization of Eastman Kodak Company. Norman A. Levin, past Governor of District 34, presented the charter to the new club.

* * *

Les Parleurs Toastmasters No. 2306 Evreux AB, France:

Members of Les Parleurs, Evreux's NCO Chapter of TMI, shared an enjoyable evening as they participated in "Bring-a-Buddy" Night.

In addition to a full-course dinner at the Restaurant de la Vieille Gabelle in Evreux, members and guests were treated to an amusing imaginary trip through France by "Judge" Hardy, an earnest talk titled "Our Club" by Dick Darnelle (who won Best Speaker award), a hilarious skit by Ralph Miller and Bob Horner, and the first speeches given before the club by Frank Gilhooly and Vince Hickey.

Highlighting the program was an address by guest speaker Chaplain Neuner F. Lang, recently elected President of the Evreux Officers Club.

* * *

Santa Margarita Toastmasters Club 153, Oceanside, California:

Students of the San Luis Rey Academy of the Little Flower and Oceanside High School are improving their speaking abilities since participating in the meetings of the Santa Margarita Toastmasters of the Marine Corps Base at Camp Pendleton.

Principal, instructors and students of the Academy joined Toastmasters at the school to provide entertainment and speech therapy for an audience of students and parents. Leading parts in a skit depicting pirate shenanigans in the Caribbean, prepared by S/Sgt Jose Maize, Base Information Section, were portrayed by Toastmasters and Sister Mary Cordelia, Academy Principal, and student Brenda Montiel.

A speech class of the Oceanside Carlsbad College extended day division, with their instructor, joined Toastmasters for a regular meeting at the Camp Pendleton Hostess House.

Oceanside High School students have earned credits in their English courses by attending and participating in meetings of the club.



Why do we have an International Convention?

There are many reasons, but one of the primary ones is to bring together Toastmasters from all over the world, to discuss mutual problems, share experiences, and exchange ideas for mutual benefit. There's no better way to get out of a rut and into the main stream than by meeting new people of common interests, comparing notes and exchanging ideas which may be carried back to your club to your benefit and that of your fellow members. And naturally, the larger the attendance, the better the Convention, and the more numerous your contacts and benefits. There's no better way to combine profit with pleasure!

This year the Convention at Pittsburgh, August 14 through 16, at the beautiful Penn-Sheraton Hotel, has been planned to provide greater opportunities—plus added features which will make your Toastmasters-Pittsburgh trip the outstanding event of 1958.

Remember, too, that your club is a shareholder in Toastmasters International. The annual business meeting is the occasion for your club to express its views, voice and votes in the affairs of the corporation, to help select the leaders who determine and guide the policies for future continuing growth and service. Each club has an obligation to itself and to the organization to have its representatives at the meeting, to make their ideas and desires known.

Why advance registration?

The easiest and most comfortable way to get the most out of a convention is by taking advantage of advance registration. You save time, money and bother—no long waiting in line, no nagging worries that there will not be enough room, no disappointments! If the Home Office knows you plan to attend, your badge will be waiting for you, your room will be ready, your tickets to the events ensure you a place.

Your June TOASTMASTER will have special registration forms for your convenience. You may purchase your tickets to meal events and reserve hotel accommodations so that everything will be ready for you and your family. With these details taken care of, all you need to do is arrive!

PARTICIPATE AT PITTSBURGH

PERSONALLY SPEAKING

By RALPH C. SMEDLEY

THIS is the season when a host of Toastmasters are getting started in their positions as officers—leaders—planners for their clubs. They have been elected to office by their fellow members. What are they going to do about it?

Each man has a right to wish to make his term of service the best ever. He has been honored by being chosen. He faces an opportunity to serve his club, and to gain great good for himself. Let us see what we can do to assist him.

Just what are these men undertaking?

Each one properly hopes to help make his club just as good a club as it can be. He wants to see a full roster, with a large attendance, with challenging programs and plenty of enthusiasm. How can he help to this end?

Two fundamental facts must be recognized.

First, you cannot have a club without members.

Second, you cannot hold members in a club unless you provide a good program for them.

There must be activities which interest the men, and which give them definite and desirable results in their own advancement. There must be something in each meeting which will entertain, interest and inform every person present.

Every member should leave the club meeting with a sense of satisfaction produced by the consciousness that he has learned something from it, and that he has enjoyed being a part of it. This sense of satisfaction comes from the fellowship which he has enjoyed with the other members, the talks to which he has listened, and the practice which he has gained in his own performance.

Members and program are the two essentials for any successful club. If your club lacks either, the result will be seen in irregularity of attendance and scarcity of members.

Each meeting of a Toastmasters Club must be planned in detail. The plan includes four principal divisions: Business Session; Table Topics; Speech Program; Evaluation Period. Each division requires planning.

Plans should be formulated and announced at least one month in advance, so that the members may understand not only what their assignments are, but what are the purposes, the features, the entertainment, the probable gains to be expected from each meeting.

It is not much harder to have well planned, purposeful and profitable meetings than to have sloppy, purposeless and time-wasting ses-

sions, and the results are worth all the trouble it takes to plan.

The field of communication is much too wide for coverage in any one meeting or program. The best way to cultivate this field is by taking up one part at a time, gaining skill through concentration on one phase, and then going on to the next.

For this reason, we select certain points for emphasis at definite times. The fact that these points are emphasized does not mean that other phases are to be neglected, but it helps to concentrate thinking on the selected points, on all of which the members need training.

Programs can be planned around these points of emphasis without any sacrifice of variety or of enjoyable qualities. All it takes is some careful thinking and some use of originality, plus a good bit of imaginative work.

The Leader is a Worker

The club officer is a leader, and a leader must be a worker, a planner. He knows the destination toward which he is leading, and he has a good idea of the route to be followed. He steps out a little bit in advance of the rest,

and encourages them to come along.

One of the duties of the officers, especially of the President and the two Vice-Presidents, is to plan the club meetings so that every one of them is directed toward the goal, and marks a step toward the end to be attained.

Does all this sound pretty impressive? Does it tend to scare the new officer out? Is it too much for a busy man to tackle?

Not at all, if the busy man is in earnest, and is willing to learn how to organize his thinking. Rather, his attention to the planning of his club responsibilities will help him to greater efficiency in handling his own affairs, in his own occupation. Every responsibility discharged in his club work will add to his proficiency in handling other similar matters outside the club.

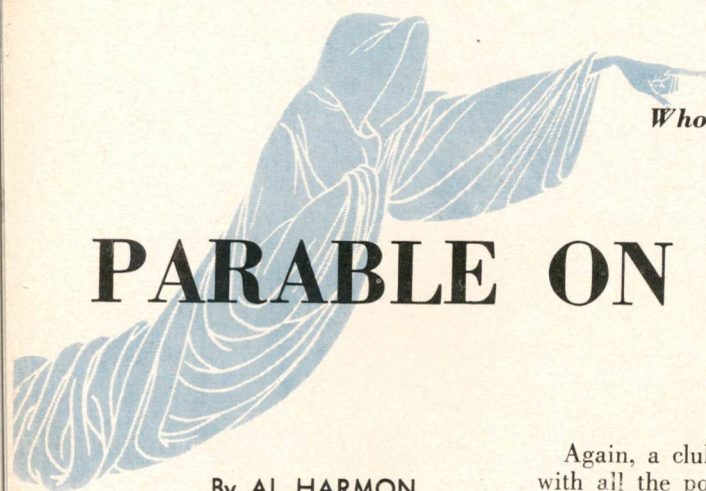
Let us summarize:

You can't have a club without members. You can't attract and hold members without a worthy program. Ergo, concentrate on the program, plan with a purpose, and your meetings will be full of men and full of interest.

If you are so fortunate as to be one of the officers of your club, welcome the chance to help and be helped. Be a strong leader.

The new responsibilities of the professional manager include the responsibility to make his opinions heard, understood and believed in the area of public opinion.

—Ralph J. Cordiner in the *Saturday Review*.
1/18/58



Who killed this club?

PARABLE ON GUAM

By AL HARMON

A TOASTMASTERS CLUB is like a child. If it's going to live, it lets out a lusty bawl at the start and then moves cheerfully on through various ages until it becomes a dependable, steady, respectable citizen in the community. But not without falls, cuts and bruises. And not without measles, mumps and the various children's diseases. Sometimes all that boundless energy is suddenly still; only the eyes move slightly as you approach the bedside and you know that you have to deal with a seriously sick child.

Again, a club may be stillborn, with all the poignant might-have-beens which that entails. It may become a juvenile delinquent, full of early promise and then, not sure of itself, plunge heedlessly into wrong paths leading to destruction. One thing is sure—the first few years are critical. The original drive and enthusiasm of the first organizing group passes. Members drop out or move away. Finding replacements becomes more and more difficult as the vein of ore pans thin until finally the standards are less strict.

Here on Guam conditions are not like Stateside. There is no thriving city to pose its distractions, nor to supply its numbers. There are four communities: military, civil service, Guamanian and Filipino. Moreover, there are three languages.

Let us say that ours was a mythical club, Marianas Toastmasters Club No. 1352 (U), which was addressed that night by the Stranger.

He appeared in our midst wearing a long, black, hooded cloak which concealed both form and features. Yet we could all feel the power of his penetrating gaze. He spoke to us in a gently chiding manner as he took us into the future and from that vantage point let us survey the past.

He was giving his tenth speech, the special occasion speech, we were told. But he must have been a charter member somewhere, and he certainly knew Guam and our club. We had once been fat and were now grown lean. Recent meetings had been desultory and lacked a spark. There were a number of vacant chairs.

"Gentlemen," he began, "we have not come here to conduct the burial services for Marianas Toastmasters Club 1352 U. That has already been done.

"On the solemn occasion in which the club was first buried in 1967 the cause of death was certified as senility, brought about by gout due to the rich living of its members. Hardening of the attitudes further hastened its demise.

"Was it not odd that a club aged only twelve years should die of senility? Even in the Jewish faith maturity is not reached till the age of thirteen. Shades of Dr. Adams and his dowagers! Yet none of you were suspicious at the inquest. You were relieved, rather, that your Tuesday evenings could

.....
Al Harmon is Supervisory Training Officer of Public Works Center, Guam. He was one of the organizers of the first Toastmasters club on Guam, Public Works Toastmasters 1843-U.
.....

be turned over to bingo at the Pump Room. Yet there stands here scarcely a man who can say that he was not benefited by Club 1352—his earnings enhanced, his abilities bolstered.

"No, gentlemen, it is not logical that senility was the cause of death. There is little doubt now that the U in 1352 U stood for *unwanted*. An exhumation order has been requested; a complete autopsy has been made. In this year of our Lord 1968, I divulge to you the true cause of death—poisoning—murder—parricide, that awful crime in which the son raises his hand against his own father!"

He had our full attention and the room was still and intent.

"How then did the poisoning come about? In the bowels of the victim lie both the answer and the accusation:

*non-analytical criticism
apathy and lack of attendance
over-confidence in abilities
educational vice-presidentitis*

"Let us look at some of these." The Stranger's voice was earnest as he looked out over his audience. "*Non-analytical criticism*: When your mind wandered and the sale was lost, did you as a critic tell the speaker *why*? Did you hold up to him the mirror of what you

(Continued next page)

actually got out of his speech or did you merely say that his opening was good and his conclusion somewhat weak? What did he learn? What foundation did you give him on which to build?

"Apathy and lack of attendance: Have you ever put just the two hours of your presence into a meeting and expected to get more than two hours out? Have you ever looked at the program on Tuesday and decided to go elsewhere? Or did you attend even when you thought the program might be dull? Quitting can get to be a habit.

"Over-confidence in abilities: Could it be that when the criticism was a bit discouraging you shrugged it off? 'He's crazy, why Martha said I was good!' And just what is a good speech? When you hit the plateau of your learning curve at Speech 3 or 4 did you read it back after delivery and decide it was okay? Have you realized that if the evaluator accomplishes his mission he should leave you with the thought, 'I'll certainly show him next time!'

"Desultory preparation: Did you really prepare in the manner suggested by the Home Office training aids or did you say at 4

p.m. on the day of the speech, 'I'd better scratch up something quick'? Could it be that you occasionally succumbed to the temptation to build your speech around a magazine article—which you hoped no one else present had read?

"Educational vice-presidentitis: Did you say 'I ought to get that program out,' and then wait four more days because you knew the scheduling would be tough? Did you read International's educational material and the magazine? Did you call repeated meetings of the Educational Committee? Putting off can get to be a habit, too.

"And so we come to the end of the road. 'The moving finger writes, and having writ moves on; nor all your piety nor wit shall lure it back to cancel half a line, nor all of your tears wash out a word of it.'

"The verdict of the autopsy stands. The cause of death was not senility but parricide. These five ingredients make up a poison more deadly than strychnine.

"Let us bow our heads in sorrow and shame. Take heed, fellow Toastmasters—the morrow is soon upon us. Riflemen, fire your volley. Gravetenders, lower away." ♦

"If a man builds a better mousetrap, the world may beat a path to his door. If he tells the world about it, there will be a four-lane highway."

If you're looking for constructive criticism, sometimes it pays to

WATCH THE CRITICIZERS!

By WALT REYNOLDS

CAN you take criticism? If you can, then you are really headed in the right direction for success.

The world is full of critics, of all sizes, shapes and dimensions. Some of them it is well to beware of. Let's look at a few.

First, there is the ego type of critic. This man criticizes you merely to build up his own ego. The more criticism he can point at you or others, the higher his ego will mount.

Then there is the impressive type of criticizer. His criticism is intended to impress you or someone listening, with his own knowledge or importance. He attempts to make you feel your own ignorance.

Next we have the picayune criticizer. This man picks on unimportant details, petty trivialities. He takes pleasure in overlooking completely some extraordinary achievement and mentioning an infinitesimal spot on your necktie. He enjoys himself while doing this.

And last, we have the critic who attacks you because of jealousy. You have something which he desires, or you possess qualities which he lacks. So he criticizes.

The odds are a hundred to one that you will never receive any true or constructive criticism from any of these types. So ignore them. Rocks thrown by them will only act as stepping stones to success.

The President of the United States who was most criticized during his term of office, was undoubtedly Abraham Lincoln. He and his family endured tremendous vituperation from North and South alike. His official acts, his personal appearance, the conduct of his wife and sons were all held up to scorn and ridicule.

Yet from the depths of his great heart and tremendous understanding, Lincoln could say, "He has the right to criticize, who has the heart to help."

The kind of critic we have in our Toastmasters clubs is the type Lincoln mentioned. He has "the heart to help." His criticism is worth heeding because it is constructive. It is given to help you, not to add to his own ego. If you accept and follow his suggestions, you are bound to improve. He can help you along the pathway of advancement.

So, in the future, when you are the object of criticism, stop, look, listen and think about your critic. And if he is one who has the heart to help, heed him in all he says.

.....

Walt Reynolds is past Area Governor in District 36, and a member of the Baltimore (Maryland) Toastmasters Club 1457.

Letters to the Editor

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

I spent a considerable portion of last evening carefully reading the entire contents of both the January and the February issues of our magazine . . . and I want to say that the improvement in recent months is noticeable.

I speak of "improvement" . . . perhaps I should use the word change, or progress, or enrichment. Whatever it may be, the magazine is sparkling more and more all the time. I liked the review issue in January and the February emphasis on Dr. Smedley, etc.

It's all real good reading!

Joseph A. Shirley
Dallas, Texas

Dear Ralph:

Kindly accept my sincere congratulations to your 80th birthday. You are, in my opinion, one of the best sons of America and a pledge for its grandeur.

Your idea has contributed also to my growth immensely although I have been a member of the Club for only one and a half years. It helped rehabilitate me from the status of a political refugee from communist Czechoslovakia to a free world citizen—naturalized Canadian—and a devoted friend of USA.

May God permit you to stay with us for many years to come.

Cordially yours,
Karel Jerabek
Club #299
Windsor, Ontario, Can.

A suggestion that THE TOASTMASTER magazine be placed in key spots about the city such as barber shops, doctors' offices, etc., to help promote interest in and inform the public of Toastmasters, has been brought before our club to be handled either as a club or area project.

We would appreciate your comments on such a program and would appreciate your passing on to us any experiences of other clubs in putting on a program of this nature.

George I. Waters, Sec'y,
Uptown Toastmasters 627
Oklahoma City, Okla.

ED. NOTE: The suggestion is an excellent one and reflects imagination, initiative and interest on the part of your club.

Although the Home Office and THE TOASTMASTER MAGAZINE have not sponsored such a project, we have been informed from time to time that many local clubs have done so with gratifying results.

Some clubs have subscribed to the magazine on behalf of barber shops, doctors' and dentists' offices and public libraries. If this is done (with the approval of the recipient, of course), it would appear to be desirable to prepare gummed stickers with the name of your club, its time and place of meeting and a phone number through which inquiries regarding club membership might be received. Such a sticker, placed on the

inside cover of the magazine, serves to make your club known, to channel inquiries to your club and assures your club of credit for a constructive community relations project.

The article "Throw The Rascals Out" by Hallett Lawrence in the February issue of THE TOASTMASTER bothered me the first time I read it, and even more the succeeding times upon re-reading. Toastmaster Hallett's idea, as you will recall, is that each and every member of a TM club should be given an opportunity to serve as a club officer as soon as possible, and that for this reason no one should be allowed to serve more than two terms as an officer before being "bounced" in favor of a newcomer.

This is of course absurd. In the first place about half of the members of a TM Club are either unwilling to become officers, for lack of time or interest, or wouldn't benefit the club if they did serve. In any club I've ever seen the problem has been to find men both willing and able to serve, and very rarely does an eager and capable man have to wait very long before he, too, becomes an officer. I might add that among the forty or fifty club installations I've done during the last five years, the clubs that advanced at least two or three of their previous officers were usually in good shape, while those that had no officers to advance were problem clubs.

Let's face it—being a club officer is a lot of work, and one of the few returns a man will get out of it is the chance, if he does a good job, to have the honor of serving as president of his club. What kind of an incentive can you offer a man if he knows he'll be kicked out no matter what kind of a job he does?

However, the main thing Mr. Lawrence overlooks is the fact that this year's club officers are next year's area officers and the following year's district officers. It is hard enough to find a good area governor each year if all clubs have experienced men as past presidents. The situation would become quite impossible if the District Governor found himself with a list of men who became presidents simply because it was "their turn to receive officer training"!

So let me say that I'm one hundred percent in favor of continuing to advance those officers who do a good job, eliminating only those who do not deserve such advancement. The man you kicked out of office after he had served as administrative vice-president "because it was someone else's turn" might have gone on to become President of Toastmasters International—if an ungrateful club had given him a chance to serve as club president first!

Sincerely,
Lothar Salin
District Governor—D-57
San Rafael, Calif.

Congratulations upon an especially worthy issue honoring Ralph Smedley on his 80th birthday. The articles were well selected and well done. Naturally, I was honored to be mentioned among the pioneers. Also I think the picture on page 4 shows Ralph installing the officers of my old Club #3 in Los Angeles.

More power to you as you "carry on."

Cordially yours,
J. Gustav White, M.S.
Diplomate A.B.E.P.P.
Associated Psychologists
Los Angeles, Calif.

THE RULE OF REASON

By GEORGE E. DALE

IT SEEMS that "Hands in Pockets," "Eye Contact" and "Leaning on Lectern" are three great gifts for the critic struggling to say something—anything. The only way the speaker can escape this hungry critic is to sew up his (the speaker's) pockets and speak seated in his morris chair, wearing a pair of opaque eye glasses.

Our Toastmaster of today wins his success by his ability to stand on his feet and present his thoughts persuasively, with sound judgment, confidence and ease of manner. It matters little whether the question relates to little John's bicycle—or one propounded at a Board of Directors Meeting. Toastmastering has taught him to command himself in the presence of the great or small—the one or the thousand.

Can we not depend upon such men to exercise the same reasonableness when handling criticisms of "Hands in Pockets," "Eye Contact," and "Leaning on Lectern"?

The Rule of Reason, applied to "Hands in Pockets," would be that if the "Hands in Pockets" are awkward, or if they create the impression that the speaker feared he might lose his trousers, then Mr. Critic could go all out in his criticism. If, however, there is no suggestion of such disaster and "Hands in Pockets" adds greater ease and grace to the speaker's posture (and well they might), the Rule of Reason would eliminate all criticism of old boy, "Hands in Pockets."

If "Eye Contact," another love of the struggling critic, finds a speaker gazing off into space attempting to locate Sputnik with naked eye, he should be criticized for ignoring the presence of twenty worthy Toastmasters. But if the speaker, to make a point, has his eyes locked on a far corner of the ceiling while quoting, "Pale moon, of thee I sing, bright regent of the Heavens," let the Rule of Reason direct no criticism for such "Eye Contact."

The next "jug of wine" for the thirsty critic is the "Lean on Lectern" speaker. If he leans with such weight that he apparently would fall flat on his face should the lectern be suddenly moved, he should be told that the audience was more concerned for his safety than concerned with his speech. However, if his leaning was an occasional mannerism to emphasize a point, and if, while leaning, he still maintained his platform gracefulness, then let the Rule of Reason stay the critic's pen.

Constant employment of the Rule of Reason will eliminate much unfounded criticism, giving more time for the correction of definite faults. The time saved is alone worth its weight in speaking gold.

(Reprinted from *The Lectern, Bulletin of Greater New York District 46, Robert A. Gibney, Jr., Ed.*)



Little Johnny applied for a job as grocery boy for the summer vacation. The grocer decided to try a sort of aptitude test on him.

"What would you do with a million dollars, Johnny?"

Johnny's eyes widened. "Golly," he breathed. "I wasn't expecting so much at the start!"

"Keeper!" cried the indignant lady visiting the Zoo. "You must do something about those monkeys in the cage over there! They're playing poker!"

"Oh, that's all right, ma'am," soothed the Keeper. "They're only playing for peanuts."

Then there was the Texan who bought a new Cadillac—and took his change in Volkswagens.

Youth calls to youth. Maybe that's why our telephone is always tied up.

Two camera enthusiasts met on the street. "You know," said one, "I just saw a depressing sight. An old lady, huddled in rags. She told me that she had once been prominent and wealthy, but had lost all her fortune and was destitute."

"The poor thing," sympathized the other. "What did you give her?"

"Well, it was sunny, so I gave her \$11 at 1/100th."

All the world's a stage, with fathers playing the supporting roles.

Some people are so busy learning the tricks of the trade that they never get around to learning the trade.

Think twice before you speak—and you'll find everyone talking about something else.

Math teacher: If the average automobile is ten feet long, and you place 8,573 of them end to end, what would it be?

Students: Sunday afternoon, maybe?

One of the hardest secrets for a man to keep is his opinion of himself.

Some of the boys in Kansas City were showing the sights to a visiting Texan. "Here are our stockyards," they told him.

"Why, we've got branding corrals in Texas bigger than that."

That night they put some snapping turtles in his bed. When he turned the covers back, he asked what they were. "Missouri bedbugs," they told him.

He peered at them for a moment. "So they are," he agreed. "Young 'uns, aren't they?"

Two men met in a blood donor station. One was an eastern tourist and the other was an Apache Indian. After staring a few moments, the tourist could no longer contain his curiosity.

"Are you really a full-blooded Indian?" he asked.

"Well, no," answered the other thoughtfully. "I'm one pint short."

New Clubs

(as of March 15, 1958)

- 328 HOLLYWOOD, California, (D-50), *Hollywood & Vine*, Tues., 7:15 a.m., Hollywood Plaza Hotel, Hollywood 25, California.
- 1174 OAKLAND COUNTY, Michigan, (D-28), *Royal Hams*, 2nd & 4th Thurs., 6:30 p.m., Adrian Cotter's Restaurant, Royal Oak, Michigan.
- 1208 CLEVELAND, Ohio, (D-10), *Electric Storage Battery*, Wed., 5:00 p.m., Conference Room-A, Electric Storage Battery Company, Cleveland, Ohio.
- 1892 VANCOUVER, B. C., Canada, (D-21), *B. C. Electric*, Thurs., 5:30 p.m., B. C. Electric Head Office, 970 Burrard Street, Vancouver, B. C.
- 1984 MT. VERNON, Missouri, (D-22), *Mt. Vernon*, Thurs., 6:30 p.m., Riley's Cafe, Mt. Vernon, Missouri.
- 2041 SAN ANTONIO, Randolph AFB, Texas, (D-56), *Taj Mahal*, Wed., 6:00 p.m., Officers' Open Mess, Randolph AFB, Texas.
- 2174 CHARLESTON, South Carolina, (D-58p), *Early Bird*, Mon., 7:00 a.m., Everett's Restaurant, 172 Cannon Street, Charleston, South Carolina.
- 2469 POINT MUGU, NAMTC, California, (D-12), 2nd & 4th Wed., Beach Dining Room, U. S. Air Missile Test Center, California.
- 2553 SEATTLE, Washington, (D-2), *Essays*, Wed., 7:00 p.m., Main Conference Room, C. of E., District Ofc.
- 2668 THORNTON, Colorado, (D-26), *Front Range*, Mon., 6:00 p.m., Don Ciancio's Restaurant, Thornton, Colorado.
- 2683 MILWAUKEE, Wisconsin, (D-35), *Milwaukee C.P.A.*, 2nd & 4th Mon., 6:00 p.m., City Club, 756 No. Milwaukee St., Milwaukee 2, Wisconsin.
- 2684 JENKINTOWN, Pennsylvania, (D-38), *Jenkintown*, 1st & 3rd Wed., 5:45 p.m., Casa Conti Restaurant, Glenside, Pennsylvania.
- 2687 SONG JONG NI, Kimpo Air Base, Korea, (D-U), *Kimpo Air Base*, Wed., 11:30 a.m., K-14 Officers' Open Mess, Kimpo Air Base, Korea. (APO 76, San Francisco, Calif.)
- 2690 RICHARDSON, Texas, (D-25), *Richardson*, Wed., 6:15 p.m., Community Center.
- 2699 ALEXANDRIA, Louisiana, (D-29), *Southern Bell*, Thurs., 7:00 p.m., Hotel Bentley, Third & DeSoto Sts.
- 2700 ROCKAWAY, New Jersey, (D-46), *Rockaway*, Wed., 5:00 p.m., Reaction Motors, Inc., Rockaway, New Jersey.
- 2706 ALLENTOWN, Pennsylvania, (D-38), *Allentown*, 2nd & 4th Wed., 6:30 p.m., Walp's Restaurant, 911 Union Blvd.
- 2712 FRANKFORT, Indiana, (D-11), *Frankfort*, 1st & 3rd Thurs., 6:15 p.m., Elks Lodge, 251 East Clinton St., Frankfort, Indiana.
- 2714 GUAM, Marianas Islands, (D-U), *Marianas*, 2nd & 4th Wed., 7:00 p.m., The Cliff House, Orote Point, Guam, M. I.
- 2715 CANOGA PARK, California, (D-52), *Canoga Park*, Fri., 12:15 p.m., Douglas Banquet Room, Canoga Park, California.
- 2716 NORWALK, Connecticut, (D-53), *Norwalk*, Every other Monday, 8:00 p.m., Norwalk, Y.M.C.A.
- 2717 SANTA ANA, California, (D-F), *Blue Flame*, Wed., 12:00 noon, Edo's Restaurant, Garden Grove Blvd., Garden Grove, California.
- 2718 BELOIT, Wisconsin, (D-35), *Morse Hills*, Every Wed., from Oct. 1st to Mar. 30th and every other Wed. from April 1st to Sept. 30th, 6:30 p.m., Morse Hills Club House, Beloit, Wisconsin.
- 2724 CRYSTAL LAKE, Illinois, (D-30), *Crystal Lake*, Wed., 7:00 p.m., Herbie's Crystal Inn.
- 2726 NEW CASTLE, Indiana, (D-11), *New Castle*, 1st & 3rd & 5th Thurs., 6:30 p.m., Y.M.C.A., New Castle.
- 2728 FORT SCOTT, Kansas, (D-22), *Fort Scott*, 1st & 3rd Mon., 5:45 p.m., Y.M.C.A., 1 Scott Avenue, Fort Scott, Kansas.
- 2729 LONDON, Ontario, Canada, (D-60p), *Forest City*, Thurs., 6:00 p.m., Y.M.C.A.
- 2732 WHITTIER, California, (D-F), *Realtors*, Thurs., 6:30 p.m., Mom's Restaurant, 1540 E. Whittier Blvd., Whittier, California.

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