

THE TOASTMASTER

JULY 1992

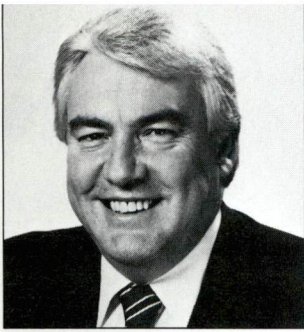


SPECIAL ISSUE:
**Develop
Your
Thinking
Power**

**WHAT DO YOU
THINK?**

**THINKING
CRITICALLY
IN CRITICAL TIMES**

**THE DELICATE
ART OF
PROBLEM
SOLVING**



VIEWPOINT

"OPPORTUNITIES FOR US"? POSITIVELY!

■ Of all the traits essential to becoming a successful leader, approaching life in a positive manner has to be at the top of the list.

How do the thought processes of a leader influence the direction an organization will take?

Not too long ago I was watching the president of an international real estate firm being interviewed on television. The moderator kept firing question after question about problems concerning the economy. I noticed that the corporate leader would start his answers with, "That may be so, but here are the opportunities for us in that particular scenario." He emphasized the phrase "opportunities for us." Always, his mind seemed to focus on the positive.

Such an approach is reminiscent of our great District Governors who regard low member clubs in their districts as "opportunity clubs." After all, when membership is down, there is room for new members. The club has nowhere to go but up! Clubs with low membership are definitely "opportunities for us."

It should come as no surprise that positive-thinking leaders love what they are doing. They have enthusiasm!

Screenwriter Barbara Corday is quoted by Warren Bennis in *On Becoming a Leader* as saying: "I don't think you can expect caring and enthusiasm from people when you, the leader, don't care. I think enthusiasm is catching. When I get on a project, if I love it, I can make *you* love it."

Enthusiasm – what a word! And what tremendous power accompanies this concept. As Ralph Waldo Emerson said, "Nothing great was ever accomplished without enthusiasm." Enthusiasm on the part of the leader can overcome lack of experience, lack of knowledge, or any other deficiencies a leader may have. A sense of the goal, a sense of direction and enthusiasm on the part of the leader will go a long way to ensure success.

Leaders who talk a positive game *have* a positive game; reality is created by how they communicate. When a leader falls into the trap of talking about "how bad things are," "the things we can't do," or why goals are "impossible to reach," people are left with few choices.

Leaders must always demonstrate hope, courage, eagerness and a sense of their mission's grandeur. Remember "To Dream the Impossible Dream" from "The Man of La Mancha"? The song gave its listeners a glimpse into the excitement and sense of achievement that comes from being part of something greater than oneself. Leaders who can communicate such enthusiasm make the journey, however challenging, a memorable adventure.

Those of you who are newly elected to serve as leaders in Club, Area, Division and District offices must continue to see the "opportunities for us" available through Toastmasters. Positive leadership experiences within our organization are limitless; every day we encounter situations from which we can learn and advance ourselves.

There are no failures as a member of the Toastmaster leadership team. Only "opportunities for us"!

JACK GILLESPIE, DTM
International President

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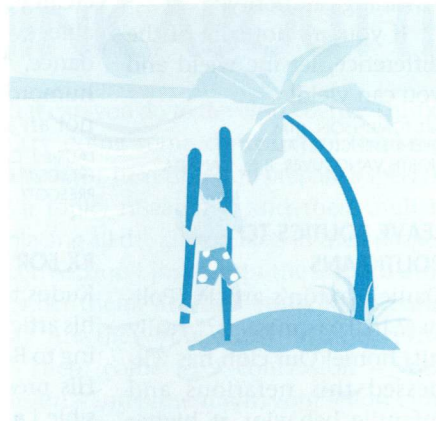


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LETTERS

DECISION APPEALED ON YIELD VS. WIELD

Re: "Politics? In Toastmasters?" (April), I can appreciate the need to "yield" authority when the time comes. However, surely it is much more important to have someone capable of "wielding" authority.

If you are not sure of the difference, let me wield and you can yield!

BILL TOMLINSON, CTM
FRIENDSHIP CLUB 1734-21
NORTH VANCOUVER, B.C., CANADA

LEAVE POLITICS TO POLITICIANS

Daniel Saxton's article "Politics? In Toastmasters?" really hits home! Our club has witnessed this nefarious and infantile behavior at higher levels of the organization. Playing politics with Toastmaster offices causes much acrimony and is counter-productive to our real purpose.

The individual member is supposed to be at the top of the hierarchy, but very few of our leaders practice servant leadership. The wave of the future in organizations is responsiveness to customers, producing a quality product, and empowering the lowest ranking individuals – not self-aggrandizement.

SCOTT A. ZINGLER, ATM-B
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XENIA, OHIO

A TOAST TO THE ROAST

After reading Mr. Hodges' letter in the April issue, asserting that Toastmasters should eliminate roasts because they belittle people, I reread Patrick Kelly's and Gene Perret's articles on roasting in the December issue.

I can't help but wonder if Mr. Hodges read either of the articles. Both authors state explicitly that a roast is not an opportunity for cheap shots. A roast, well done, builds, rather than destroys, the honoree's self-esteem and creates a light-hearted, enjoyable event for all in attendance. At its best, a roast is a humorous tribute to a person, not an attack.

LAURIE J. CARR, ATM
PRESCOTT CLUB 104-3
PRESCOTT, ARIZONA

RX FOR JUMBLED WRITING

Kudos to James Patterson for his article "From Good Speaking to Better Writing" (April). His prescriptions are so sensible I am sharing them with my staff.

This is more than a how-to article. It is practical advice for returning organizations to their human roots. Mr. Patterson dares us to communicate in a direct, open and responsible manner, despite a world that rewards pomposity and double talk. His prescriptions deal with the main element of any organization: people.

Please keep publishing such motivating articles.

JAMES P. MURPHY, CTM
BIG RAPIDS CLUB 8003-62
BIG RAPIDS, MICHIGAN

A STAND FOR WOMEN

I thank you for publishing and applaud Thomas Montalbo for taking the time to research and write about our pioneer women orators ("Women Take a Stand," April).

The subhead, "Their courage and drive changed the fate of American women," is true

and inspiring not only for women but for men and, indeed, the future of the human race. I find it appalling that in this "enlightened" age, articles about women still wind up in the "Home" or "Lifestyles" sections of most newspapers.

I am proud of being a woman. But, just as men, I enjoy being treated with respect. Please strive for equality in the magazine, as Toastmasters should lead the way with all available resources, especially those in print.

M. ROSE WARING
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GO WRITE AHEAD

I enjoy your magazine immensely! Besides being informative about the international scene and very entertaining, it's also a great forum for members to share their experiences and feelings. Maybe one day I'll finally write the article I've meant to write for the past two years; maybe you'll accept it.

CHRIS MILON, CTM
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TIRED OF REPETITION

Isn't being a Toastmaster synonymous with being a positive thinker? Then why are we constantly bombarded with negative articles about the horrors of Table Topics and the fears of this and that? I, for one, am sick of the repetition. If you are that scared, stay home! One joins Toastmasters to stretch one's abilities, so stop whining about it.

Speaking of repetition, I feel this magazine generally offers far too much of it. Just when I thought the tide was changing, the May issue arrived. Could someone please explain how three different writers just happened upon the same analogy of Demosthenes and his mouthful of pebbles. In one issue?

Give me a break. Sorry, but I expect greater things from Toastmasters and I "fear" I may never find them.

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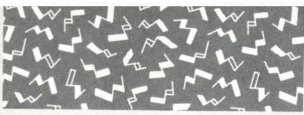
WHAT ABOUT MOSES?

Another excellent *Toastmaster* magazine has arrived in my mailbox. Each month I marvel over how you manage to produce a magazine that just keeps getting better with every issue!

In the May issue I especially enjoyed "How it All Began" by Thomas Montalbo. I never miss what he writes; his articles are always enlightening and educational.

However, I believe the history of oratory began many years before the so-called Christian era. The Hebrew calendar is 5752 years old, compared to the 1992 years of our Gregorian calendar, and I'd like to know more about the history prior to Montalbo's references of Corax, Aristotle and Cicero. Isn't it possible that Moses was a great public speaker? And how about David, Abraham, Jacob and others?

GENE SELIG, DTM
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MY TURN

DECLARE YOUR INTELLECTUAL INDEPENDENCE.

By John F. Diaz, DTM

who never progresses beyond this point can never be truly successful and, in fact, will fall short of whatever personal goals he or she has set when joining this great organization.

BETTER THINKING – IF YOU THINK ABOUT IT

“What have you done lately to improve your ability to think in an organized and analytical manner?”

“Of course,” you may say, “I know what it means. As a Toastmaster, I improve my speaking and listening skills every week in my club meeting.” That’s great! But what about that “Thinking” part of the phrase? What have you done lately to improve your ability to think in an organized and analytical manner? If you’re like many of us, probably nothing.

“Better Thinking” is, perhaps, the hardest of the three words to evaluate. Unlike “Listening” and “Speaking,” it requires a thorough self-examination of mental processes that no one else has access to, are often difficult to test, and may never be on public display at your club meeting. But, like the other two words that make up that motto coined by the organization’s founder, Dr. Ralph Smedley, it is a valuable part of our self-improvement efforts.

The ability to create, to construct something in our minds and then transmit it to others – either verbally or in writing – should be a prime concern to all of us who want to become better communicators and leaders. The Toastmasters club provides an excellent atmosphere – a laboratory if you will – for this type of creative thinking.

When you select speech subjects that require little or no research, you are cheating yourself. When you highlight preconceived or inherited ideas, as well as popular prejudices, you are cheating yourself. When you merely repeat ideas heard over the television or radio, you are cheating yourself. And when your speech only paraphrases a magazine or newspaper article, you are cheating yourself. In short, you are cheating yourself whenever you let somebody else do your thinking for you. Sure, it may make a great speech. But the Toastmaster

What can you do to develop “Better Thinking”? Try doing some constructive thinking for yourself the next time you prepare a speech. Select a topic, research it and then mull it over, placing all the known facts in their proper perspective. Don’t just accept the ideas of others. Ponder them. Are they really logical and correct? Are they your ideas? If not, revise them. Then, come to a conclusion – your conclusion – and present it to your fellow club members, making sure that all facts are up-to-date and correct, and that your reasoning process is clear to the audience.

Now you’ve done it. You’ve taken a subject, worked it through on your own and reached a conclusion. Even if you came to the same conclusion that the television reporter did, it was *you* who arrived at that conclusion.

As you develop your mental processes, you will find that you will more readily undertake ventures that previously seemed impossible. As you seize the opportunity brought by this new mental development, you will begin to receive its benefits. The benefits may be demonstrated in salary, in business or professional advancement, or they may be manifested in wider community involvement. Lastly, they may lie only in an inner self-confidence that will produce a greater strength and poise than you ever had before.

“Better Listening, *Thinking* and Speaking”: Think about it! **T**

John F. Diaz, DTM, wrote this article while serving as Toastmasters’ International President in 1974-75. He lives in Houston, Texas, where he runs a consulting firm, Diaz and Associates, Inc., specializing in small business financing.

■ “For Better Listening, Thinking and Speaking.”

How many times have you seen or heard that phrase since you joined Toastmasters? Probably often – in your club and district bulletins, *The Toastmaster* magazine, and in other material distributed from World Headquarters. But have you really thought about what each word means, and how it relates to you?

As a man thinketh in his heart, so is he," says the Bible. And though the wording has varied, that same piece of advice has repeated itself through the centuries in sayings like:

- "What the mind can conceive and believe, the body can achieve."
- "Our thoughts are the ancestors of our actions."
- "Outward actions are a reflection of inner thoughts."

The lesson is disarmingly simple. Yet it is also the foundation for all and any success. Pause for a moment and consider your daily mental diet. Many people are meticulous – even fanatical – about the food they eat. But how about their mental consumption?

Animals put food into their bodies on a catch-as-catch can basis, foraging at random. Man, however, has developed to the point of planning meals days in advance. Restaurant menus are studied carefully before selections are made, and many consult books or take nutritional courses. The subject can even be the basis of study for an advanced university degree!



MAKE UP YOUR
MIND TO BE
HEALTHY.

What's Your Mental Diet?

By Cavett Robert, CPAE

Few people, however, give any studied importance to their mental intake. Instead, they tend to consume anything in their pathway, as if they were animals grazing in a field.

BALANCING YOUR MENTAL DIET

Just as an experiment, plan your mental diet for one month. Resolve to take advantage of the delicious cerebral calories that daily present themselves. And don't forget to appreciate the senses; we all need to be able to view a beautiful sunset and drink in its grandeur with the same enjoyment spent in consuming a delectable meal.

Have you ever felt the sudden urge to take a trip or in some other way change your surroundings? Don't brush it off as a mere flight

of fancy. Just as our bodies crave the foods necessary for a balanced diet, our minds send us signals for needed changes in scenery or environment to balance and refresh our attitudes. We should listen to these signals – consider them warnings, in fact – for to repeatedly deny them can have sobering consequences. As Will Rogers once said, "When you feel the urge, don't be afraid to go on a wild goose chase; what do you think geese are for, anyway?"

I have a friend who plans his mental diet as carefully as anyone ever planned a company dinner. He reads a certain number of books and periodicals over a period of time; some are related to his work, others are inspirational, and some are purely for entertainment. Without regi-

menting his life, he still allots certain nights for the enjoyment of watching plays, musicals or movies. These activities revive his enthusiasm and mental alertness and renew his interest in all that surrounds him.

ASSIMILATING THOUGHTS

Foods basic to a healthful diet are to be eaten slowly, digested and thoroughly assimilated. On the other hand, condiments, relishes and the like are designed primarily for flavor, making other foods more palatable. So it is with our mental diet. Much information is to be thoroughly embraced and made a part of ourselves. But some should be tasted only, used minimally as a spice,

“Resolve to take advantage of the delicious cerebral calories that daily present themselves.”

or served as cerebral vitamin tablets.

Too few people realize that every thought leaves a residue. This accumulated residue constitutes our subconscious and is reflected in our personality. If we have channeled happy thoughts, beautiful experiences and treasured friendships through our minds, our entire personality and attitude reflect these experiences.

Abraham Lincoln once said that every person is responsible for his own looks

after 40. Since every part of our body replaces itself in a minimum of seven years, this statement has a solid ring of truth. And who can refute the idea that, over a period of time, our facial expressions and internal thoughts have tremendous influence over external features?

If someone overindulges in rich food late at night, chances are he will find it difficult to sleep. The following day, he's exhausted, but frustration is minimal because the cause is understood and preventable. However, several nights later this same person finds himself facing another sleepless night. But this time he has dined moderately. Instead, he is suffering from anxiety, disappointment or even petty jealousy. Whatever it is, he remains confused and frustrated. And as the minutes tick on into daylight, he continues to be a victim of something far more destructive than physical indigestion.

TRY THIS EXPERIMENT

If you have trouble sleeping at night, if you are plagued with worries that you can't dismiss, try a simple experiment. Set aside one half-hour prior to bedtime as a mental conditioning period.

For example, if you love poetry, read poetry – and read it with feeling, relaxation and for the sole purpose of enjoyment. Or use the time to meditate. Many people condition themselves simply by counting the things for which they feel grateful. In any event, the thoughts must be positive and not negative; in order to relax, you must be part of a construction team, and not a wrecking crew.

Try this experiment for just one week before evaluating its merit. Don't be discouraged if it takes time to master the process. It would be irrational to expect success from the very beginning. Just continue to work at reconditioning your thought patterns, and the dividends will gradually begin to make themselves known.

Your greatest tool in mastering this change-over is found in the law of displacement. When used correctly and practiced constantly, it is more powerful than all the tranquilizing pills on the market today.

If I am counting my blessings, can I simultaneously worry about things that may or may not happen? Consider the 85-year-old man who said he had more troubles during his lifetime than any person he knew, but that nine-tenths of them never happened.

If I am thinking about my loved ones and carefully evaluating the good qualities that

make them lovable, can I at the same time be disturbed by envy, jealousy or resentment?

If I am taking inventory of my wealth of sight, hearing, health and awareness of being alive, doesn't it stand to reason that some little financial problem becomes dwarfed by comparison?

Experiment until you find a statement to which you react strongly. I have found magic in this one: “May my faith always exceed my fears – no price is too great to go through life afraid.”

CAN YOU COPE WITH TROUBLE?

If you asked a hundred people to tell you what they want most of all, I'm confident most would say they want peace and contentment. Ask the same group their definition of peace and contentment and you would be amazed at the different answers. Perhaps most people would define it as freedom from trouble.

One of the greatest blessings a person can experience is acceptance of the fact that life will never be free from trouble – that is, unless it is a life lived in a vacuum, completely out of contact with people and things. I am sure you will agree that life under these conditions is not worth living.

At its best, life is simply controlled disturbance – a process of reducing our troubles to manageable proportions. The troubles will always exist; it is up to us to control them, rather than have them control us.

Our entire existence is, to a large degree, determined by the choices we make. Are we creators of circumstances – or creatures of circumstances? Do things happen to us – or do we happen to things? Do we manage our affairs – or do they manage us? Are people our opportunities – or are they our frustration? Are we human engineers – or are we puppets?

Life isn't going to get easier, but we can get stronger. Let's adopt a mental diet that will prepare us to accept life's difficulties and cope with them. Our lives are not so much affected by what happens to us – or even around us – but by what happens within ourselves. **T**

Cavett Robert, CPAE, Toastmasters' 1972 Golden Gavel recipient, is an internationally known professional speaker, trainer and management consultant residing in Phoenix, Arizona.

This article is adapted from Mr. Robert's book, *Success with People Through Human Engineering and Motivation*.

What do you

By James G. Patterson

Think?

Have you ever listened to a speaker and thought, “How the heck can he say that. It doesn’t make sense!” Has anybody ever accused you of using “faulty logic”? Well, the ancient Greek thinkers, those fathers of modern public speaking, gave us tools to help construct more logical and persuasive presentations. And you can use those same tools to analyze the thinking and reasoning of any speaker you hear...a particularly useful skill to use on the arguments of political candidates!

Critical thinking has become a lost art in America. Just listen to people or watch TV. He (or she) who yells the loudest, or is the rudest, always seems to win! So it’s useful to look back at what Plato, his pupil Aristotle, and Demosthenes gave Western Civilization: a framework for developing and dissecting arguments and persuasive appeals.

By looking at how persuasion works, we can develop our own critical thinking skills – skills we can apply to other parts of our lives and career. I’ll look at the important role of perception and discuss the “canons of proof” with particular focus on building logical appeals and finding and resisting fallacies in arguments.

On the surface, critical thinking seems like common sense. But maybe Voltaire was right when he said, “Common sense is not so common.”

PERCEPTION IS NOT REALITY!

Did you ever notice that you think better at some times and not at others? For instance, when we’re angry, we process information differently than when we’re calm or happy. To cope with all the different messages we’re bombarded with daily, our brain has to pick and choose what messages to let in. This is called perception. It is a selective process; we see what we want to see and believe what we want to believe. How we perceive something is based on how we feel at the moment, what our past experiences have been with the topic, the intensity of the message, and how well our senses are working.

Understanding the role of perception is important for the persuasive thinker. It is how people process information and not necessarily how we *want* people to think. And good persuasive speakers know that perception is far more powerful than reality!

Some common *misperceptions* we as thinkers and speakers must avoid include:

- Relying on “frozen evaluations” (labeling some people, for instance, as always lazy),

**Lessons from
the Ancient
Greeks:
HOW TO
ANALYZE
ANY
ARGUMENT**



- Seeing things only in terms of self interest (what's in it for me...the heck with anybody else),
- Ignoring information that seems uninteresting,
- Ego defense (I can't possibly be wrong!),
- Stereotyping.

These are all weaknesses in thinking that we have to watch out for in building our own arguments and deciding whether to buy the arguments of others.

THE CANONS OF PROOF

Our ancient Greek friends taught that a good persuasive speaker knew how to use the three so-called "canons of proof" to get an audience to agree with their perspective. One or any combination of the three can be used for the greatest persuasive effect on an audience. You may remember these from your high school speech class:

- **ethos** (or speaker credibility)
- **pathos** (appealing to emotional or psychological needs of the listener)
- **logos** (or logical arguments).

Every persuasive appeal or argument should have three parts: the claim or proposition, evidence to support the claim, and reasoning to connect the evidence to the claim.

"People won't change their minds or act unless you give them a reason to do so. Most people, rightly or wrongly, want to know what's in it for them."

The root of every persuasive appeal is the proposition, or what you want the audience to do. You can ask an audience to do four things: 1) change or maintain an attitude or opinion; 2) change or maintain a behavior; 3) change or maintain a perception; or 4) change or maintain an emotional state.

Remember, people won't change their minds or act unless you give them a reason to do so. Most people, rightly or wrongly, want to know what's in it for them. Another way of looking at it is to ask, "Who cares? Why?" If the speaker doesn't address this common concern early, it's almost impossible to persuade anybody, let alone a whole audience of individuals.

SUPPORT YOUR POINT WITH EVIDENCE

The second part of the logical persuasive appeal is the evidence used to support the proposition or claim. Keep in mind that some evidence works better on some audiences than others.

Stephen Toulmin, in his *Toulmin Model of Argument* (1958), identified basic kinds of evidence as direct and indirect evidence, and as verbal and real evidence.

Direct evidence is anything offered as proof that is immediately and directly related to the proposition under consideration. For example, if I were to try to persuade you that I was one of the finest communication consultants in the United States, I'd offer the direct evidence of several clients who could tell you how much money I saved them, or how I helped them improve productivity by X percent.

Indirect, or circumstantial evidence is anything offered as proof that is only indirectly linked to the proposition. A good general example of this kind of evidence would be convicting somebody of murder when there are no witnesses, body or weapon. Proof came from one or more pieces of indirect evidence, such as motive or opportunity. Another form of indirect evidence is called negative evidence. Essentially, a person who uses this kind of evidence can't prove his or her claim; the only thing shown is that the opposition can't prove *its* claim. A typical example of negative evidence would be trying to prove a firm discriminates against a group in hiring. Since it's almost impossible to find anybody from the firm that would admit to discrimination, the opponents would use negative evidence (a pattern of low-to-no hiring of a particular group).

Verbal evidence is any statement a speaker makes to prove a claim. This could come from the speakers' direct observations, or quotes from other credible sources.

Real evidence is presented in support of a claim – the murder weapon in a trial, for example, or photographs. The power of using real evidence comes from the fact that most of us are inclined to believe what we can see or touch.




TEST THE EVIDENCE

All rational, clear thinking people can use five tests of evidence to see if the evidence really supports the proposition. The five tests are: **relevancy**, **materiality**, **clarity**, **credibility** and **recency**.


- **Relevancy.** Does the evidence a speaker uses really relate to the proposition – or is it merely interesting?
- **Materiality.** This one is difficult, since there are usually so many pieces of evidence to support a claim. What may be material evidence for some would be immaterial for others. Does a particular piece of evidence really prove the claim?
- **Clarity.** Frankly, the best advice is: if you don't understand it, reject it. If it's important enough to support a claim, it's

Don't fall for fallacies!

As both a good speaker and a discriminating listener, you should strive to examine fallacies, or flaws, in thinking. There are three general categories of fallacies to look for in your arguments and the arguments of others.

1. FALLACIES IN EVIDENCE. **Hasty Generalizations**, or jumping to conclusions based on limited evidence. For example, "We should ban stockbrokers because we've found a few crooked ones." **False Division** is another fallacy in evidence. A tip-off of false division is when a speaker claims, for example,  that there are only two ways to revitalize the poorer sections of a city (there may be other ways). This type of fallacy can usually be found when someone advocates a position based on tradition, or how long an idea has been around. The truth of an idea is obviously not related to how long it has been around or how many people believe it. Remember how long people believed the earth was flat?

2. FALLACIES IN REASONING. We should test our own arguments and those of others against faulty reasoning: **Appeal to ignorance** (since you don't know it's false it must be true); **Appeal to popular opinion** ("everybody knows that...."); **Sequential fallacy** (because two events occurred subsequently, the first caused the second); **Begging the question**, or rephrasing the idea and then offering it as its own reason ("abortion is immoral because it is wrong"); **Either/or logic** ("either you're for raising all taxes or you're against raising all taxes").

3. FALLACIES IN LANGUAGE. **Ambiguous words or phrases.** The use of ambiguous words with several meanings and the use of qualifiers (or non-qualifiers) that shift the meaning of a sentence (such as *maybe*, *might*, *probably*) often slip into speeches. Political candidates in particular use this type of vague language when trying to force a definition on their audiences. Look for clue words such as "freedom," "true" and "real." An example of this "persuasive definition" would be "the only true (or real) education comes from a private school." **Name calling.** Here, the speaker doesn't attack the argument, he attacks the person (because of that person's religious affiliation, job or a personal characteristic or belief). 

important enough for the person using the evidence to be clear... and specific. How big is big? How large is large? What is truth? What is freedom? These terms mean different things to different people. Related to this is the misuse, or overuse, of statistics. Most people don't understand how to use statistics, and some speakers use that ignorance to "prove" their claims.

- **Credibility.** Is the speaker or person being quoted credible?
- **Recency.** Is the evidence used by the speaker old? How old?

You should use these five tests of evidence as a tool to dissect the persuasive appeals of others and to build your own arguments.

LOGIC ISN'T EVERYTHING

However, researchers have found some common sense-defying results that suggest the use of evidence and logic may not be nearly as effective in persuasion as previously thought. And certain uses of evidence might even be harmful to a persuasive effort! Hamilton and Parker, in their book *Communicating For Results*, summarized six interesting findings:

1. Listeners have difficulty in identifying evidence and intellectual appeals, in distinguishing between logical and illogical messages, and in distinguishing between high-

quality and low-quality evidence. Although most listeners consider logic and evidence important, they can't identify them in speeches.

2. Using logical-sounding phrases such as "therefore," "as a result," and "it is only logical that" may cause an audience to judge the message more logical than speeches without those words. Now we know why some dishonest speakers are able to fool their audiences!

3. Listeners who agree with a speaker or consider the speaker to be highly credible are likely to rate a speech high in evidence even if the speaker uses no evidence. However, a speaker whom the audience sees as less credible can build his or her credibility to increase persuasiveness. In both cases, research shows that speaker credibility and listener attitudes toward the subject have a lot more to do with persuading an audience than the speaker's use of evidence.

4. There is also a body of research to support that mentioning the source of evidence will make a message less persuasive – unless the speaker also mentions the credibility of the source.

5. If the speaker gives the source of the evidence, it is more effective if cited *after* the speaker presents the evidence.
6. Speakers who use first-hand experiences as sources of evidence to support their claims were rated high in trustworthiness and were more persuasive than those speakers who only relied on quotations from highly credible sources.

Maybe Voltaire was right when he said, "Common sense is not so common."

DRAWING THE CONCLUSION

So far, we've covered two elements of a logical argument: the claim or proposition, and the evidence. The third and final element a persuasive speaker uses to connect the evidence with the claim is called reasoning or inferences.

Reasoning is a way of connecting something which is known or believed (the evidence) to some idea others want you, or you want others, to accept. You can find one of the best explanations of reasoning in Ehninger, Monroe and Gronbeck's *Principles of Speech Communication*, arguably the finest speech text available. (I've used it for teaching college level speech courses; it was one of my favorites as a student.)

A speaker can use five reasoning patterns:

Reasoning from example, or inductive reasoning. The speaker shows evidence and from that evidence, reaches a general conclusion. For example, the Food and Drug Administration tests a particular food on a small number of people and finds a larger than normal incidence of cancer. From that evidence, the FDA then generalizes a conclusion to the whole population – that a particular food causes cancer, and should be banned.

You can test inductive reasoning, or reasoning from examples, by asking three questions:

- Have you looked at enough occurrences to generalize?
- Are the instances you use as evidence fairly chosen, or have you only picked a few out-of-the-ordinary examples?
- Are there any important exceptions to the generalization you've made?

Reasoning from sign. A sign could be having a runny nose, then concluding you have a cold. Signs are important for guessing what the economy might be like a year from now, or who might be President in November, but it can be dangerous to draw conclusions about people based on signs. (For example, thinking that skin color is an indicator of intelligence, laziness or musical talent.)

The test for reasoning from sign is to ask whether or not the sign is fallible. If sign reasoning were a 100 percent predictor, we could always believe our weather forecasters!

Reasoning by parallel case. An example of this form of reasoning would be a local debate we had in Tucson regarding the feasibility of a rail transit system. Proponents and opponents of a rail system used examples from other cities of the same size (such as Portland, Oregon) to bolster their arguments.

There's one good test for sound reasoning by parallel. Are there more similarities than differences in the parallel cases? Is Portland, Oregon really that similar to Tucson? Or are there major differences?

Reasoning from causal relation. This is a common form of putting together speeches (cause and effect, or effect and cause). The evidence and the claim is the cause and effect. The inference is that every cause has an effect.

There are several tests for reasoning from causal relation. For instance, can you clearly separate causes from effects? Does one cause the other, or is it the other way around? Are the causes strong enough to produce the effect? Did other events or persons prevent a cause from having its normal effect? Could any other cause have produced the effect?

The reverse of inductive reasoning is deductive reasoning:

Reasoning from generalization or axiom (deductive reasoning). For example, I regularly read a popular computer magazine that features computer advertisements. Because of the competition between firms that advertise within that magazine, I deduce that those prices will be the best I can find on computer products.

Two questions must be asked to test deductive reasoning: First, does the generalization, or deduction, apply to this particular case? Believe it or not, sometimes local computer stores have sales that beat prices I've found in my computer magazine. Secondly, is the generalization true? So far my computer magazine has delivered the lowest prices; however, I have to be open to other places where I can get lower prices. That is the key...you have to be open enough to consider new evidence.

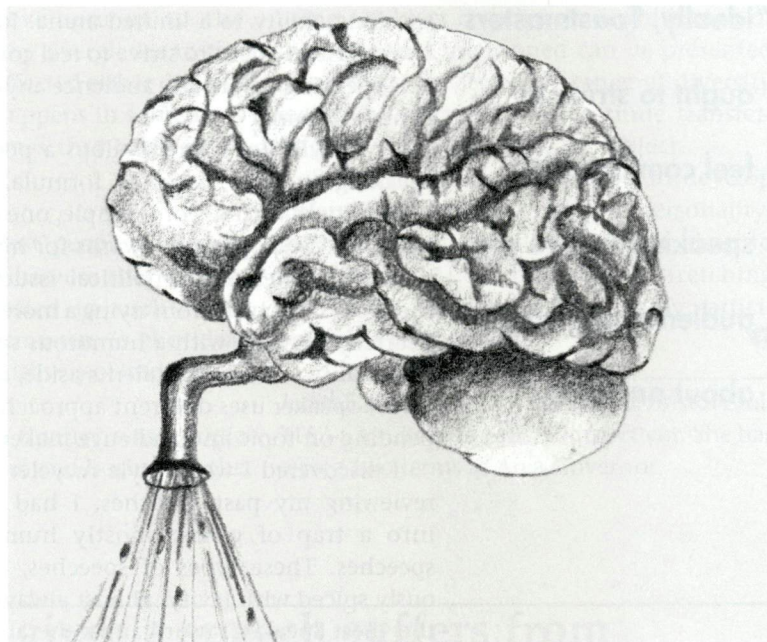
You should now have a basic understanding of what affects the way people think (perception), how to set up a logical argument (the claim or proposition to evidence to reasoning), and how to avoid fallacies in your reasoning and the reasoning of those trying to persuade you. None of us learned to be good speakers by reading one article or one book. The same is true in building critical thinking skills. You have to practice. Listen closely to the arguments of others and you'll discover how some persuasive speakers use fallacies as short cuts for solid reasoning. Maybe the next time you wonder "How the heck can that speaker get away with that" you'll have a good reason why he really can't! Ⓢ

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Beware of **BRAIN DRAIN** and **RECYCLING**

By Judith E. Sulik,
CTM

Rx FOR SPEAKER
BURNOUT:
KEEP AN OPEN
MIND TOWARD
SPEECH TOPICS.



A TOASTMASTER TRAVELS A CHALLENGING and often precarious path. Let me warn you, from personal experience, of two major traps waiting to snare you along the way. The first trap is what I call “topical brain drain”; the second is the potential to become a “style recycler.”

Brain drain often occurs after the first ten manual speech requirements have been completed. Having satisfied all the speech criteria, you were amazed at how many speech ideas you had. In fact, sometimes so many topics vied for selection, your head swirled from trying to pick just one.

But then, around speech No. 12, you became afflicted with brain drain. Your reservoir, once overflowing, went dry. Now you’re scheduled to speak at the next meeting and feel a flood of panic. Not that you’re afraid of speaking per se; you’re just terrified of not having anything to speak about.

Does any of this sound familiar? It’s happened to me too many times to be dismissed as a uniquely personal experience.

Of the two afflictions, **recycling** is the most prevalent. The recycler comes in two shapes: The Subject Recycler and the Style Recycler. Do you know a club member who



“Ideally, Toastmasters ought to strive to feel comfortable speaking before any audience anywhere about anything.”

always talks about the same subject? Regardless of speech objectives, the **Subject Recycler** always manages to adapt the same topic – be it interests, hobbies, vacations or how to be a better Toastmaster – to satisfy the stated goal.

Unfortunately, the effectiveness of such speakers wanes with repetition. You can almost hear stifled groans from the audience. Yes, it's un-Toastmasterly to react negatively to an impending speech; however, it is well within human nature to react emotionally to re-runs. Because after a while, it does seem as if you're listening to a syndicated program being recycled.

Although the audience is affected, the speaker does himself the greatest disservice by not attempting to grow and expand his skills. Ultimately, he risks confining his speaking ability to a limited arena. Ideally, Toastmasters ought to strive to feel comfortable speaking before any audience anywhere about anything.

The **Style Recycler** develops a personal speaking style, a “winning formula,” and always sticks with it. For example, one member wins “Best Speaker” awards for his analytical speeches about political issues and therefore shies away from trying a more light-hearted approach with a humorous speech. Personality and unique talents aside, a well-versed speaker uses different approaches depending on topic and audience makeup.

I discovered I was a style recycler when reviewing my past speeches. I had fallen into a trap of giving mostly humorous speeches. These types of speeches, generously spiced with levity, almost always won the “Best Speaker” award and generated audience enthusiasm, whereas my talks about “serious” subjects rarely did. I had fallen into the trap of misdefined success.

If prize winning were the reason I had joined Toastmasters, it was time to leave; after all, I had reached a comfortable level of success. But if my reason for being a Toastmaster was to stretch my abilities and reach for higher goals, then I was limiting myself.

I had always feared that I wasn't taken seriously. Now I discovered I had been systematically reinforcing that belief through my selection of topics. My fellow club members enjoyed my speeches – “Great!” “What a funny speech!” “Can't wait until the next one!” – and I rarely disappointed them. It was *myself* I was letting down.

FINDING A CURE

Well, if you're suffering from brain drain or if you think that maybe – just maybe – you have some of the characteristics of a recycler, what can you do about it?

Fortunately, finding the cure for brain drain will automatically solve the recycler problem. The irony of brain drain is that it exists because topic possibilities are infinite; how do you focus on just one special star in a light-dappled firmament? Start by enjoying them all until the brightest star catches your eye. And once you find the cure for brain drain, you'll almost automatically solve the recycler problem. (That is, unless you find the plight of the homeless to have humorous potential or would like to give a completely serious review of a Marx Brothers movie.)

Here are some ways to get to know a star:

You. Talk about what you know. Yourself, for example. This is the first advice given to new Toastmasters and it's still the best. But if you are convinced that you have already said everything there is to say about your work, interests, hobbies and vacations, there is nothing wrong with reprising the past – provided that you have been a member for a while and new members have joined since you last discussed the same subject. This won't make you a subject recycler as long as you don't reminisce about the same trip for four consecutive speeches! Your icebreaker is often an ideal speech to resurrect. Newer members would delight in hearing it.

World Events. With all the mind-boggling changes taking place in the world, you could give a speech each day and never run out of ideas. Bring some history and geography to a meeting. Who was Stalin and how did he become so powerful? Where is Latvia? How did apartheid begin and what exactly is it? What does a reunified Germany mean to the rest of the world? This reservoir of subjects is infinite.

Books, Movies, TV. Tell the club about a book you've read. Share your enthusiasm or disappointment. Do the same thing about a movie or television program. Everyone has opinions.

Visit the library. Stroll among the stacks of books, periodicals and newspapers and you'll be amazed at the ideas you'll discover. The

"Your icebreaker is often an ideal speech to resurrect. Newer members would delight in hearing it."

library is one of the richest mines of information available. You could even present a speech explaining how to use today's computerized libraries. Many people are unfamiliar with the modern changes that have occurred during the last few years, including the availability of video and tape cassettes, and library-sponsored community cultural programs.

Nature. Are you interested in the natural environment of your community? Maybe others would be interested in knowing about it. Every time I walk in the woods I wish I knew more about what I'm seeing or – more likely – not seeing. Greater awareness about one's immediate environment can make people more likely to understand international concerns about the world's ecological balance. From overdevelopment to the Greenhouse Effect to the Everglades to the rain forests, we are all affected either directly or indirectly by what happens in someone's backyard. And sometimes that backyard is our own.

Technical Subjects. Most people shy away from technical subjects because they assume that no one is interested in such "dry" information. But Toastmasters is the ideal forum for practicing the delivery of informative technical speeches.

Years ago, personal finance was a topic considered too technical and boring for the

average person. Now it's difficult to find someone who *isn't* talking about money on the radio, television or at a seminar. People may be intimidated by a technical-sounding title, but that doesn't mean they're disinterested in the topic. If you have a background or interest in physics, why not present a speech about basic physics and make it meaningful to the audience by applying the principles to everyday life. For example, recently there has been some concern about the long-term effects of exposure to electric fields. But what is an electric field? How about AC/DC current? And what does it all mean to the average person?

Now that you know how to overcome brain drain, you'll cure the recycling problem automatically. There are too many ideas begging to be discussed for you to continue being a subject recycler. And while each of the categories mentioned can be presented using the same style, the range of diversity makes it impractical to continue transferring the same style to every subject.

Select topics that force you to develop different dimensions of your personality. Indeed, Toastmasters is the safest place to experiment. And while you're stretching your limits, the audience will enjoy participating in your growth. **T**

Judith E. Sulik, CTM, is a member of Bristol Club 3153-53 in Beacon Falls, Connecticut. She has served two terms as Area Governor.

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Quotemaster Plus... Shattering the myths of speechmaking.

By Jan Rainbird

Those pursuing the art of public speaking have various reasons for doing so. They may wish to inform, entertain, persuade or merely harangue their audiences. Their methods and speaking styles vary according to subject matter and the needs of both speaker and audience. But a temptation facing most speakers today is to allow style to take precedence over subject matter. If the purpose of an analytical presentation is to have the audience consider a particular point of view, then the quality of the support of that perspective must be considered – not just the method of presentation. The desire to let substance be subordinate to form should be recognized and kept in check.

A speaker may have a most powerful and attention grabbing delivery, complete with state-of-the-art visual aids, but if he or she uses logical fallacies and otherwise tries to manipulate the audience, the speaker's credibility will be lost.

Politicians and advertisers understand the importance of public conformity and spend vast sums of money to achieve their desired results. These sophisticated messages are advanced by hypnotically persuasive media techniques and flourish amidst an educational system that rewards rote memorization rather than critical thinking. As a result, we have developed into a society that not only accepts fallacious thought as the truth, but also embraces such thought and incorporates it into daily reasoning and decision making.

ILLOGICAL REASONING: APPEAL TO EMOTIONS

What are some of the most typical logical fallacies in use today? Succumbing to **ambiguity** – careless use of language in which no clear thought is expressed – is particularly common, and there are several ways to fall victim to it. One is to not distinguish between literal and emotive meaning. Words should refer to something specific, rather than appeal to nothing more than the audience's emotions.

For example, if you'd ask your fellow club members for their immediate response to the word "politician," their answers will probably range from "thief" to "sleazeball." If the word is used in a particular context, such as "We all know

what we can expect from 'politicians'" – and said with a sneer or sarcastic tone of voice – the audience will have been manipulated into thinking negatively with no specific facts offered. Although this method is tempting, it is a disingenuous shortcut that circumvents critical thought. The term "elected officials," though less biting, will allow a more rational perspective of the issue at hand. If the speaker is feeling benevolent, he or she may try "public servant," although this term risks emotive appeal in the other direction.

Many other terms are commonly used that carry powerful emotional messages – and little else – if used carelessly. In the *Los Angeles Times*, for example, a reader sent in a letter championing support for Operation Rescue, saying that "the safest place for a baby should be in the womb, below the heartbeat of a mother." She chose several words that communicate a powerful emotional message: "baby," "womb," "heartbeat" and "mother." Certainly the reader will be hard pressed to avoid an emotional response to such an appeal, but the writer is avoiding many difficult issues that deserve more analysis. Any debate, this one included, deserves more specific language and analysis.

Other words that push emotional response buttons are too numerous to mention here, but some of the more common are "feminism," "pornography," "taxpayer's money," "liberal," "conservative," "affirmative action," etc. All of these terms deserve fair definitions if used in a presentation or in writing.

Emotions are easy to raise; valid, thoughtful perspectives are more difficult.

Don't substitute style for substance.

OBSCURE FACTS WITH EUPHEMISMS

Another common misuse of language is the incorporation of **euphemisms and jargon** into a commentary. Euphemisms are commonly used to cushion the impact of a less direct word choice. The military, for example, has a term called "sunshine units." Without explanation, possible interpretations could range from temperature predictions to recommended daily dosages of Vitamin C. However, the term actually refers to the amount of radiation necessary to kill a particular amount of people in a particular area – not an appealing definition for such a pastoral-sounding phrase.

THINKING *in* CRITICAL TIMES



CRITICALLY

We all use euphemisms at times to avoid offending others, and this is not necessarily misuse of language – it's more of a technique to allow interaction in a complex society. For instance, we may refer to a tedious film that someone else likes as "interesting," an inedible dessert as "unusual," or an obnoxious child as having "a strong personality." There are also the commonly accepted euphemisms of "passed away," "expecting" and "had a few too many" that allow us to handle embarrassing or sensitive situations. We must be careful, however, to not use them to obscure facts that are essential to effective communication.

Jargon is something that anyone shopping for a computer has run up against. "Bits," "bytes," "motherboards" and "RAM" mean a great deal to those fluent in specialized computer vocabulary, but the average layman finds these terms unintelligible.

People who use jargon have various reasons for doing so. Sometimes they assume others are just as fluent. Other times, jargonists don't know themselves what they're talking about and simply seek to cover up their own lack of knowledge. And some just attempt to impress others with their astounding

expertise. Regardless of the reason, the result is generally the same – the person being spoken to ends up confused, irritated and possibly humiliated. How can this be prevented? The best rule here is to know your audience, and if there is a good possibility that people will be confused by

technical language, provide a simple explanation.

"Emotions are easy to raise; valid, thoughtful perspectives are more difficult."

MANIPULATE WITH AMBIGUITY

Perhaps the most overused aspect of unclear language is **semantical ambiguity**: words and phrases that can be interpreted in many ways, or have no meaning at all. This is especially obvious in the language of advertising. "Pepsi – Gotta Have It." Gotta have what? Why such an imperative? "Chevrolet – The Heartbeat of America." Will the country suffer cardiac arrest without Chevrolets? These phrases are quite obvious in their ambiguity, albeit quite effective; companies would not spend billions of dollars a year if people could not be manipulated into an advantageous response.

Other popular phrases, though, are somewhat more deceptive. "Traditional family values" is one that has achieved great success in this year's political arena. Speechmakers toss this phrase around as if there is some all-encompassing definition that we all understand, just as we can agree on the words "door" or "lightbulb." This is not to say that a society with stable, loving families is undesirable. It is quite illogical, though, to speak as if these values can be legislated. Does any presidential candidate calling for a return to "traditional family values" really believe that our diverse population can be restructured according to this style? Or is this, perhaps, a ploy meant to condition the voting public into thinking of him or her as a benevolent entity, capable of dispelling all evils in our society with a return to the "good old days"?

AVOID RESPONSIBILITY WITH PERSONIFICATION

Another overused fallacy is that of **personification** – ascribing human qualities to something not having such qualities. A case in point: You have probably heard the following quote: "The White House said today..." Of course, unless buildings have started to talk, it's a safe guess that a person rather than a structure was making the announcement. Innocuous? Perhaps, but such an example shows how easily we can get used to leaving people out of the equation.

You may wonder, "What's the big deal – after all, aren't things like this just innocent figures of speech?" Yes, sometimes – but all too often this technique is used to avoid personal responsibility. If an employee, for example, is called into his boss's office to be terminated, he's told that it's nothing personal – just a "corporate decision." But corporations don't make decisions – they are legal entities made up of people. The reality is that a person in the corporation made the unpleasant decision.

The same is true when governments decide to go to war, businesses declare bankruptcy, or a club decides not to accept a particular member. How much easier to avoid responsibility when actions are the fault of amorphous entities!

This type of fallacy is often evoked when a critic of bureaucratic activity is accused of "not loving her country." A country is in fact a large piece of land bordered by arbitrary boundaries. Government, presidents, city councils or legislative laws are all capable of eliciting nonloving commentary, but such complaints are easily discredited by saying the person lacks a "love of country." Comments such as these are meant to trivialize what may very well be a valid commentary.

CONFUSE WITH EQUIVOCATION

Equivocation is using a word or phrase that has two meanings in a discussion or argument. Imagine two spouses having an argument, and one accuses the other of a lack of support – in choice of career, friends or any other lifestyle aspects. The other responds by saying that of course there has been support; after all, who went to work each day and brought home a paycheck? The word "support" is used equivocally; the meanings are entirely different, although the word is the same.

Similarly, the phrase "laws of nature" is often used equivocally; such laws describe what happens in a scientific sense, while the laws of man *proscribe* particular behavior. All too frequently, people will refer to the laws of nature as if they are written laws that legislate our activity; no such legislation, of course, exists.

CREATE STEREOTYPES WITH GENERALIZATIONS

Hasty and misapplied generalizations are often used to arrive at decisions and create guidelines for personal opinions. A **hasty generalization** can be applied to the process of inductive reasoning, in which someone arrives at a general conclusion based on particular observations. Let's say that on the way to work one morning, you encounter three rude drivers, all of whom are driving Fiats. Based on these experiences, you may decide that all people driving Fiats are inconsiderate – a

Continued on page 28

**SELF-EDITING
ISN'T AS EASY
AS YOU THINK.**

MISSING LINKS: IT'S A JUMBLE OUT THERE

By Carol Richardson

■ My mentor as a fledgling medical librarian was a woman felicitously named Goody. Her prodigious recall ability was legendary, as was her instinct for where an unknown piece of information could be located. She was wise and she was kind. Only one quirk kept her from immediate canonization: she was prone to start conversations in the middle of her thoughts.

This would result in a kind of absurdist "Who's on first" negotiation until we could wend our way back to some kind of logistic common ground. For example, she might comment, "Endocrinology is down at the house," looking to me

expectantly. My mind would race, trying to devise a context that would give this remark meaning.

Did she forget a journal entitled *Endocrinology* at home? A book? Or maybe she was going to be entertaining the University's Department of Endocrinology? Or perhaps conduct some domestic pituitary experimentation? Popped in conversational *media res*, I would play Gretel, searching for the bird-seed path back to some meaningful beginning.

While it is tempting to say that Goody's confusion was a result of muddy thinking, this was not true. Her logical faculties were laser beams. But she was just abstracted enough to forget that no matter how vivid her thoughts were to her, they were not psychically transferable. Her audience needed to know not just her conclusions, but they had to be let in on the process, too.

Of course, self-editing is always easier said than done. This goes for writing as well as thinking. All writing, including speech writing, is intimate work. So it's tough to approach the sweat of one's word processor as though it were a stranger. But this is exactly what you must do. Because though your journey from point A to B to C may seem splendid to you, without the proper guidance, it may feel like steerage to your audience. Your job is to fluff rhetorical pillows, to make your audience as comfortable as possible.

The humble paragraph is the easiest way for you to bring your audience along with you. First, because a small chunk of information is easier for the writer to control. As you build your argument, one paragraph per point

helps create an arrangement that feels natural and hangs together from beginning to end.

And second, paragraphs are easier for the reader to assimilate. Visually, the airy look of short paragraphs on a page are more inviting than an unremitting chunk of type. And just as a

short paragraph helps you organize your thoughts, so it helps your readers to follow them.

This goes for the spoken word as well. Even though a paragraph cannot be seen during a speech, it can be made audible by pauses, and, more importantly, by using transitional phrases to pilot your audience through the course of your ideas. Transitions are especially critical when speaking, because there's no going back. If you lose your audience once, they're gone for good.

Transitions can be as prosaic as "in conclusion" or "nevertheless," or they can take the more subtle forms of repetition, such the pronoun "this" that begins the preceding paragraph. And don't worry about such verbal cues being obvious or patronizing. Rather, they announce you as the perfect host who fusses over your guests.

Clear writing, then, is no accident. It doesn't come naturally, even to "natural-born writers." It is a conscious act that you must force upon yourself, like balancing your checkbook. And remember that a sentence (like my bank balance) almost never comes out right the first time, or even the third time.

Writing begins with a tangle of words and ideas. Unraveling the snarl into effortless prose is tiring, heroic work. As I stare into the eye of my word processing Cyclops, I find William Zinsser's observations on writing oddly comforting. He notes that "If you find that writing is hard, it's because it is hard. It's one of the hardest things that people do." **T**

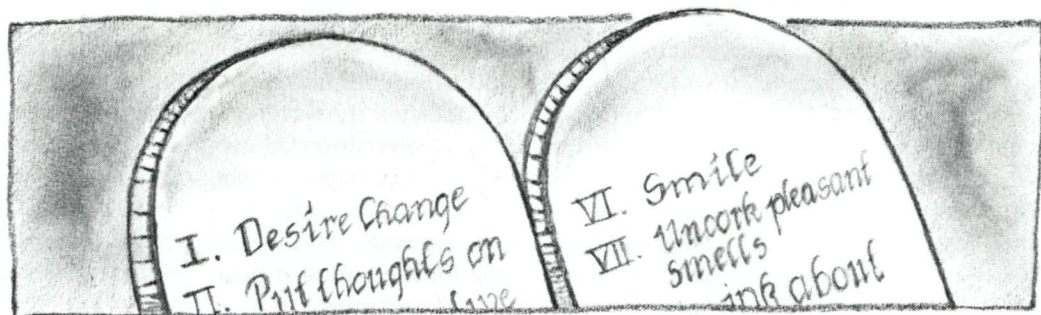
Carol Richardson is a freelance writer living in Laguna Hills, California.



HOW TO

DECIDE TO CHOOSE YOUR FEELINGS

By Charles Dickson



THE 10 COMMANDMENTS OF SELF CONTROL.

■ There's a story about a hypochondriac who, having just attended a medical lecture, sought his doctor to tell him he was sure he had a kidney disease. The doctor tried to calm the man's fears by explaining that kidney disease sometimes causes no pain or discomfort of any kind. The hypochondriac gasped, "I knew it! Those are my symptoms exactly!"

We are all capable of choosing our feelings and exercising control over our lives. Every morning we have the opportunity to choose emotions that will determine our attitude toward life and behavior toward people for the next twenty-four hours.

You might ask, "I didn't know I had a choice. Aren't emotions just there, controlling us?" That's a popular fallacy. Emotions control us only if we allow them. While instantaneous reactions are hard to prevent, we can control the resulting feelings. "It's important to remember that we have choices and can con-

trol our feelings and moods," says Dr. Sandra Samaniego, a New York clinical psychologist.

Recall a time when you were fighting with someone. Your voices were raised and your eyes spewed fire. The telephone rang. When answering, was your voice angry and fiery? Or calm and mostly controlled? The instant you picked up the phone, you chose which emotion to project. You chose how you were going to feel.

But can you call up any emotion whenever you want? Psychologists say you can. Of course emotions are sometimes fleeting and slippery, flitting here and there like hummingbirds. But remember, even hummingbirds can be held in captivity.

So how can you go about capturing, controlling and even choosing your emotions? Consider the following options – a kind of Ten Commandments of Control – as they apply to the manner in which you deal with members of your family, fellow employees and people in general.

DESIRE CHANGE. Ask yourself if you really want to change your feelings. Some people choose to feel and act badly because they get attention that way. What they don't realize is that they are getting the wrong kind of attention. Even if your emotions result in some secondary gain, like getting your own way or keeping others at bay, you still ought to ask yourself, "Do I want to feel this way? Are these feelings good for me?" You'll often find the answer is "no."

PUT THOUGHTS ON HOLD. Dr. Robert Curtis says in his book, *Mind and Mood*, "Thoughts and feelings are inextricably intertwined." That's why you can think of the death of your favorite pet from childhood and feel sad, or think of last year's bonus check and feel happy. In order to control your strongest emotions, however, you must use strong medicine and yell "Stop." This has the effect of short-circuiting the thoughts that lead you to the emotion you're feeling.

NURTURE POSITIVE THOUGHTS. Since thoughts and feelings are intertwined, changing your thoughts can alter your feelings. Let's say you feel sad because your best friend betrayed you. Dare to stop those thoughts and replace them with more positive ones. For example, "I'm glad I found out in time what Michael is really like, so I won't waste my time with him anymore." Says Deborah Steinberg of New York's Institute for Rational Emotive Therapy, "Think positive thoughts and you're actually more likely to feel happy."

EXERCISE. Sustained exercise, like 30-40 minutes of jogging or brisk walking, produces endorphins, or "feel-good" chemicals in the body. These chemicals predispose you to more positive emotions. Try whatever form of exercise you like and you'll find it gives you a sense of control over your life and allows positive feelings to flow more easily. You might even lose weight in the process!

PLAY MUSIC. Listen to music that makes you feel good, perhaps something light and bouncy or a meaningful piece of classical or sacred music. Carol Merle-Fishman, author of *The Music Within You*, suggests starting with musical selections that match your sad or angry mood and then working up slowly to the "happier" music.

SMILE. Experts on human anatomy claim that it takes 14 times as many muscles to frown as it does to smile. But smiling not only requires much less physical effort, it also lifts your spirits. Paul Eckman, a San Francisco psychologist, discovered that when sad people smiled, they began to feel better. So if you "act" a certain way, you'll begin to actually feel that way.

UNCORK PLEASANT SMELLS. Few things can trigger pleasant childhood memories more powerfully than smells from the past. The aroma of homemade bread or cinnamon in hot apple cider can help you feel better. Try recreating these experiences.

THINK ABOUT SOMEONE ELSE. By doing something for another person, you momentarily forget yourself and get caught up in what you're doing. It's hard to be bitter or morose when you're volunteering at a shelter for the homeless, visiting a friend in the hospital or helping someone in need.

FORGIVE AND FORGET. Most of our negative emotions are caused by hurts suffered from family or friends. Just seeing these people conjures up anger, pain or irritation. But what can you do about it? You can't change the past or cut off all relationships. Must you suffer the rest of your life? No, you shouldn't. You can choose, instead, to forgive and forget. It's not easy, but it is possible.

USE MENTAL IMAGES. Dr. Martin Rossman, author of the book *Healing Yourself*, suggests you transport yourself mentally to a place that calms you—a tropical beach, some deep woods, or a spectacular mountain view. Such visualization techniques can put your present feelings in perspective and help you feel better.

While mental health professionals realize some people have serious emotional problems that require special treatment, most of us can engage in the above ten commandments. If you allow them, these simple guidelines can alter your whole outlook on life. For, as Abraham Lincoln so wisely observed, "Folks are just about as happy as they make up their minds to be."

You, and you alone, can alter your thoughts and feelings. So go ahead! Get on with your life; you have *chosen* to feel better. **T**

Charles Dickson is a college professor and freelance writer living in Hickory, North Carolina.

"Folks are just about as happy as they make up their minds to be."

ABRAHAM LINCOLN

WALKING TALL IN TOASTMASTERS

By Rex Moore, ATM

WHEN THOSE IN
NEED BECOME
FRIENDS IN DEED.

It was a cold winter night, a freezing rain was falling without sound or compassion, and I was alone. Only a few hours earlier I had arrived at an Oklahoma prison with a life sentence. Absolutely no hope, no friends, lost to the world I had known.

Pulling my denim coat collar tightly around my neck to ward off the cold, I walked by the bulletin board, looking for something – anything – to lessen my anguish. As others shuffled quietly through the hall, I stepped closer, squinting into the dim light. Then I felt someone close to me. I quickly turned, and there he was: A huge hulk smiling at me.

It was one of those broad smiles that would grab anyone, and worth a million to me at that moment. The smile belonged to an old grizzled, humped over man in prison garb like mine. His eyes almost disappeared into the folds of his eyelids, but they sparkled in the faint light.

He said simply, “I’m Wilbur. C’mon with me to Toastmasters.”

At my first meeting of the New Dawn Club, I was greeted enthusiastically by the members. Wilbur introduced me as his friend and guest, and I soon felt like one of the group.

I noticed that my new friend was busy all evening. He put out ash trays, greeted people at the door, and served several pots of coffee. My cup was kept full during the entire meeting. Still, as the meeting progressed through club business, Table Topics and speeches, I was troubled to see that Wilbur took no part in the proceedings. Oh, he listened attentively, and he always continued clapping a second or two after everyone else had stopped. In fact, I thought this was one guy who really enjoyed attending meetings.

Later, though, I discovered that Wilbur wasn’t a member of New Dawn. As someone said, “Wilbur just shows up, he doesn’t be-

long. He doesn’t bother anyone.” I knew then that Wilbur needed a friend more than I did.

Looking back, I guess ol’ Wilbur was a little slow on the uptake. Concerned with my own needs, I hadn’t noticed it at first. Because although Wilbur got along with everyone, he was considered a little strange.

As time went on, going to Toastmasters meetings proved to be a lifesaver. Realizing that the New Dawn club could be a springboard to growth and betterment, I soon became a member. Eventually I served as Administrative Vice President (AVP), Educational Vice President (EVP) and President. And all the time Wilbur was my mentor, my close friend and advisor. I counted on him and he never let me down.

I remember the time, for example, when as President another member was giving me a hard time over Robert’s Rules of Order. The guy had me against the wall and wasn’t letting up. At an opportune time in the midst of the argument, Wilbur jumped to his feet and said, “I move that all discussion cease!” Before Wilbur could sit down, and before anyone could come up with a “second,” the matter was over. To this day, I’m not sure whether it was done correctly.

Usually nobody took much notice of Wilbur. But he was well aware when his friend was in trouble, and he used Robert’s Rules to an exactness that amazed everyone. He would wink at me, smiling that infectious smile of his, as he poured coffee for the man who had challenged me. He would even pat the guy on the back. That’s just the way my friend was.

I remember another time when I was Table Topics Chairman. Wilbur still had not performed at a meeting. When the Toastmaster of the Evening introduced me, I immediately looked at Wilbur, and his smile told me he was ready and waiting.

He said simply, "I'm Wilbur. C'mon with me to Toastmasters."

I said, "Wilbur, in two minutes, tell us about your life on the streets." He arose with a flourish that astonished everyone. "Mr. Table Topics Chairman," he said, holding his clasped hands together at his chest, almost angelically, "I would be most happy to speak on that subject." And he did so for a full 2 1/2 minutes.

He told of his years in the oil fields, and of how he had fallen from a high derrick, and of the long months in the hospital, and of the steel plate he still carried in his skull. The crowd sat motionless, and an eerie quietness pervaded the room. At the end of the speech, it was as if a heavy load had been lifted from the entire club.

As I advanced through Toastmasters, with several CTMs, and the ATM Bronze and Silver, and served both as Chairman of the Youth Leadership program and of our club's Speaker's Bureau, I began to realize that New Dawn Toastmasters was more than a club – it was a challenge, a call to do better and reach out for our full potential. I began to see it as a dare to envisage something closer to perfection than we had known before; I saw Toastmasters as a rare opportunity to help those who

had been denied. I was astonished to realize I was changing, just as Wilbur was.

By the time I was President, the AVP presented Wilbur with a completed membership application and announced that the club had voted to pay his membership fee. Wilbur wasn't smiling then; instead, there was a tear in the corner of his eye. "Thank you," he said simply, and continued pouring coffee. But as soon as the attention no longer focused on him, he glanced at me and winked.

Wilbur gave his Icebreaker without my help, and he gave it well. Looking back, though, I believe it was at this point that we switched positions and I became Wilbur's mentor. I helped Wilbur write and practice his "Be in Earnest" speech, which was about Toastmasters. I taught him how to organize his speech material for his third try, and continued advising him through the subsequent speeches in the Communication and Leadership manual.

After his ninth speech, Wilbur didn't speak for a long time. He passed up several opportunities, and I began to wonder. Then, one day Wilbur offered to speak in place of an absent member. But he was well prepared, cleanly shaven, wearing his best prison clothes and even sporting a new haircut. And, of course, that smile of his. When Wilbur was ready everybody knew it!

In his No. 10 speech, "Inspire Your Audience," the objectives were to understand the mood and feelings of the audience, to put those feelings into words, and to inspire. Well, Wilbur did it all that night. Speaking about "Friendship and What it Means to Me," he spoke eloquently, carefully emphasizing important words – words he had not dared use before – and pronouncing each one perfectly. I was amazed at his growth.

He spoke of New Dawn as the first club he had ever belonged to, how much he appreciated the club's acceptance of him, and the depth of the friendships he had made. Wilbur's ending brought some tears: He spoke of leaving the prison soon, and of his pride in earning his CTM. Then he quietly sat down.

I realized that a slight, almost unnoticeable change had occurred in Wilbur. He had slowed down, and his step was not as sure as before. But he still retained his warm smile and that incredible sparkle in his eyes.

I saw the whole purpose of Toastmasters fulfilled in my friend Wilbur. He had developed self-esteem and was able to communicate with others confidently. I knew that Wilbur would make a positive contribution to his community. What more can an organization do?

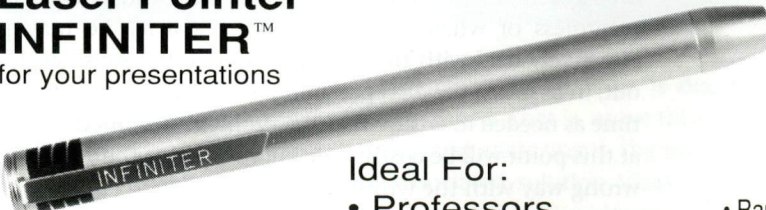
Am I giving too much importance to Toastmasters? I don't think so. I've seen miracles in our prison club. I'm no longer surprised to see men come alive and work toward goals they once could not envision.

Shortly before he left, Wilbur received his CTM. Then, some time later, we heard that Wilbur had died. Those of us at New Dawn weren't surprised to hear that Wilbur's most prized possessions, his Toastmasters International Membership and CTM certificates, were framed and sitting on the table by his bed at the end.

Six years later, I still stop by the bulletin board on my way to the New Dawn meeting, and I hesitate just long enough to turn and look behind me, expecting to see a huge hulk, smiling his crinkled smile, the sparkle dancing in his eyes. Even in the dim light. **T**

Rex R. Moore, Jr., ATM, is a member of the New Dawn Club 4101-16 at the Joseph Harp Correctional Center in Lexington, Oklahoma.

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W

e all have problems. Some of us have lots of them. For this reason, the ability to think about and solve problems is one of the most valuable uses of the thinking process. If we can develop techniques for applying rational thinking to solving our problems, we will have taken a giant step toward peace of mind and a rewarding life.

What is a problem? According to the dictionary, a problem is a situation or person that is perplexing or difficult. But, personally, I prefer a looser definition: a problem is anything that bothers you.

**WHAT TO
DO WHEN
YOU'RE
TAUT AND
BOTHERED**

The delicate art of **Problem Solving**

APPLYING THE THINKING PROCESS

Notice that, by my definition, a problem must bother you. If your boss happens to be a very difficult person but one with whom you have managed to live comfortably, you do not have a problem. If you think that a Corvette is a beautiful car but are happy living within your means of driving a Toyota, then you don't have a problem. Yet, despite these adjustments, each of us still has things on our mind that tend to bother us. How can we apply the thinking process to solving these problems? Let me suggest some techniques.

First, **define the problem**. Most of the time, the things that bother us are vague uncertainties in the back of our minds. In this form, no one – regardless of whatever great mental capacity he may possess – can effectively deal with these cloudy shapes. We must sit down and write out, in as much detail as possible, a problem statement and take as much time as needed to ensure that the problem is defined correctly. A mistake at this point will be costly, causing us to solve the wrong problem in the wrong way with the wrong schedule.

DIVIDE AND CONQUER

Second, **analyze the problem**. Now that we have defined the problem, it is necessary to break the problem down into smaller pieces. The reason

BY ROBERT P. SAVOY, ATM

“If your boss happens to be a very difficult person but one with whom you have managed to live comfortably, you do not have a problem.”



for this action is that most problems are too big to be solved all at once. It is necessary to break them down into smaller pieces and then solve them one at a time until the main problem itself is solved. If we look at our problem closely, we may figure out how it can best be subdivided so that it may yield other helpful clues. We may find that only one small part of the problem needs to be solved today, with the remaining parts left for a more convenient time.

Third, **list possible solutions.** Once the problem has been defined and analyzed, ideas for possible solutions will come

to mind. This spawning of ideas is due to the associative qualities of the mind. That is, as we think about the problem while defining and analyzing it, the mind will naturally produce some associated solution ideas simultaneously. However, it is important to capture these solution ideas on paper, taking great care to list the advantages and disadvantages of each solution. This practice tends to calm us down and restrain us from charging off on the first idea that comes into our mind. It will also allow us to find the “bug” in our solutions before we try to put them into action.

I THINK, THEREFORE I CAN

Fourth, **attack the problem** with vigor and with a high expectation of success. A problem, simply because it is a problem, is usually difficult enough that it can't be solved by half-hearted efforts. Many times, a solution that is perfectly good if applied energetically will fail if tried timidly. Moreover, if we don't believe a certain approach will work, we will apply it in a careless, desultory manner that will almost certainly guarantee failure.

Fifth, **accept adequate solutions**. Each of us possess perfectionist tendencies which may sometimes be used to our disadvantage. That is, we tend to reject **adequate** solutions to problems in our desire to obtain the **perfect** solution. In this fashion, we keep rejecting all solutions simply because we tend to view the solution's imperfections instead of its merits. Many problems are unsolvable if only perfect solutions are allowed.

KEEP ON KEEPIN' ON

Sixth, **do not give up on a problem** until a solution has been found. We cannot achieve our goals unless we solve the problems that confront us. Needless to say, giving up does not help. While we may need to adopt new approaches, add more resources, or change our schedule, we should stick with the problem until a solution is found. It is here that an unrealistic problem statement may be disastrous.

Suppose that I set up my problem like this: "How can I become President of a Fortune 500 company and quit my job as a low-level clerk?" Clearly, my problem has been stated in a form that is far beyond my capabilities to solve. For a situation like this one, it is recommended that the problem be redefined to a more obtainable objective. For example, it might be stated: "How can I get a pay raise?" This redefined problem might be within my ability to solve. Much frustration and anxiety is caused within ourselves when we set up unrealistic objectives and try to reach them.

Seventh, **keep notes** on the problem and the attempted solutions. It has been said that if we cannot remember history, we will be forced to repeat it. Many of the problems that we face in life will be repeated many times. Problems of maintaining our home or car, relating to our spouse or boss or health are examples of situations that are far more repetitive than many of us realize. If we make careful notes of our problems and the success or failure of our attempted solutions to these problems, we should be able to deal with them more effectively the next time they surface. Personal growth is achieved when we learn to handle our technical problems more easily and when we learn to relate to people in a more mature manner.

ACCEPT HELP

Eighth, **don't go it alone**. Many times our problems are too difficult for us to cope with alone. We simply lack the resources to handle them by ourselves and often need the expertise that can only be supplied by a doctor, lawyer, social worker or psychiatrist. It is important for us to consult with outside experts when we need them. Don't go it alone. It is very risky.

The eight techniques just described will go far in helping us think our way through our problems. But remember that life has a way of becoming disorganized. That is, if we do nothing about our problems, they will become worse and, if left alone too long, will overwhelm us. It is necessary to work hard on our problems just to keep them the same size, but in order to get ahead of them, it is necessary to work doubly hard.

When our problems are under control, we will be labeled as a success. Solving our problems is an exercise requiring vigorous use of our thinking powers. Nevertheless, history has proved that it is worth the effort. 1

Robert P. Savoy, ATM, is a former Toastmaster and District 31 Governor. This article is adapted from an earlier version appearing in the July 1975 issue of *The Toastmaster*.

DRAFTING A GAME PLAN

By Michael E. Sands, ATM

Every day we are faced with innumerable opportunities for problem-solving. When ignored, however, even the smallest problems eventually come back to haunt us. Without a disciplined, systematic approach, problems usually remain unsolved.

Problem-solving is an essential skill to master. But far from being an intuitive exercise, it is a structured process – a game plan that allows us to reach our goal. By following the steps listed below, you'll be able to effectively attack and eliminate even the most pressing problems.

- **Define the Problem.** Identify what's wrong. Be specific and objective; state your problem in factual and observable terms. But don't imply a cause or solution just yet.
- **Identify the Causes.** Consider all possible reasons as to why current conditions exist. Collect information to determine the actual reason for the problem.
- **Identify Possible Solutions.** Make a list of all possible ways to eliminate the root cause of your problem and then move toward the desired result. Be creative!
- **Select the Best Solution.** Evaluate each solution against a list of criteria characterizing the desired conditions you are attempting to create. Weigh those criteria according to their importance to you.
- **Implement the Solution.** List all necessary steps for activating your solution. Identify completion deadlines and others responsible for completing the actions. 1

Michael E. Sands, ATM, is a member of Old Pueblo Orators 5451-3 in Tucson, Arizona.



NEWS TO USE

Why 20 Members?



■ One of your club's goals should be to ensure it has at least 20 members. But why 20?

The club chartered with 20 members. This is the ideal number of members needed to effectively conduct the Toastmasters educational program. A club this size prevents members from becoming overburdened with meeting and club responsibilities and suffer "burnout." The more people involved in a club, the more responsibilities can be shared. Also, "the more, the merrier" – the more people, the more fun meetings will be.

Some clubs with fewer than 20 members (and even some with as few as 10) claim they don't need more members. They believe their meetings are fine as they are, or they say, "This is a small town (or company), and it's just not possible to get more members."

Well, at one time they did have 20 members, so it is possible. And if meetings are fine now, just think how much better they could be if the club had more members. **T**

EXPAND YOUR MENTAL POWER WITH THESE BOOKS

■ World Headquarters sells several books that can help you develop your thinking skills. *Think On Your Feet*, (Catalog No. 89-B, \$8.95), teaches skills for self-confidence in problem solving, social situations and public speaking. It also contains exercises for the creative process of quick thinking.

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problem solving strategies.

Thinking on Your Feet, (Catalog No. 27-B, \$9.95) shows how to make the most out of your half of any conversation and answer any question with confidence. **T**

Let's Debate The Issue

■ Few things add as much spark to a club meeting as a stimulating debate. Select a controversial topic and form teams to present opposing viewpoints. Audience members can serve as judges.

Toastmasters "Debate Handbook" (Catalog No. 104) offers information on basic principles of formal debate, along with sample debate formats and judging tips. **T**

T O A S T M A S T E R S I N T E R N A T I O N A L

A TIME FOR TOASTMASTERS

Annual Membership Program

JANUARY 1, 1992 - JUNE 30, 1993

Your Club may meet at 8:30 on Tuesday nights, noon on Mondays, or at 7:30 on Friday mornings. No matter when you meet, you and the other members of your club set aside *A Time For Toastmasters*.

Why do you make time for Toastmasters? For whatever reason, you feel that the time you set aside for Toastmasters is worthwhile. People throughout the world can benefit from the Toastmasters Communication and Leadership

program, but many don't – either because they've never heard of it or have never been asked to attend a meeting. Contact your friends, acquaintances and associates, and encourage them to set aside *A Time For Toastmasters*.

From January 1, 1992, through June 30, 1993, Toastmasters International challenges you to bring new members into your club. This special 18-month program gives you extended time to reach your goal of sponsoring five, 10 or 15 new, dual or reinstated members.

For information on recruiting, contact World Headquarters and request a copy of *From Prospect To Guest To Member* (Catalog No. 108), an informative booklet that will take any member step by step through the recruiting process.

For additional information about membership building programs, contact World Headquarters and ask for a free copy of the Membership Programs Flyer (Catalog No. 1620).



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Continued from page 18

tempting conclusion, but one made with knee jerk rapidity.

The **misapplied generalization**, on the other hand, relates to deductive reasoning. Here you take a major premise, apply a minor premise, and reach a conclusion. If you believe that all people who drive Fiats are inconsiderate, you have a major premise. If you meet a person named Sam who you notice has a Fiat, you have a minor premise – Sam drives a Fiat. Your conclusion is that, therefore, Sam is inconsiderate. But have Sam's driving skills been fairly assessed? You actually haven't seen his driving, and you don't have any evidence to ascertain his character. Nevertheless, the impression is bound to take a powerful hold over your dealings with Sam.

This type of reasoning taps right into our prejudices regarding ethnicity, gender, weight, lifestyle, tastes, political preference, or any other permutation that labels us and sets us apart from others. All of us use inductive and deductive reasoning; the key is to use them correctly, assessing the validity of one's observations and – if they are – whether or not they should be applied piecemeal. Usually, the answer is no.

“One opinion may not be as good as another person's, merely because it is claimed to be.”

JUMP TO CONCLUSIONS WITH 'BEGGING THE QUESTION'

Begging the question, a fallacy that results from faulty use of this reasoning process, means that what is asserted in the major premise is repeated in the conclusion. For example: “Adult language should not be allowed

on television; the film, *Apocalypse Now* uses adult language; therefore, *Apocalypse Now* should not be shown on television.” Notice that the major premise and conclusion are almost identical – there is no rationale presented about the dangers of adult language. A better example would be: Studies show that adult language causes deviant behavior; *Apocalypse Now* uses adult language; therefore, those who see *Apocalypse Now* will act deviantly. Of course, the person asserting this argument will have to define “deviant” and cite the studies used, but at least the logical process is accurate.

APPEAL TO TRADITION

The **appeal to tradition**, or the “is/ought” fallacy, also springs from lack of attention to major premises. Here, an assertion is made on the basis that just because things have always been done a certain way, they should continue in the same manner. So as Christmas approaches each year, millions of people go into debt because they traditionally buy magnificent presents for every friend and family member. Or perhaps the family always goes to Aunt Nellie's house for Thanksgiving – although Aunt Nellie's house is 100 miles away and about as big as a shoebox. These traditions are not necessarily wrong, but the reasons for doing them should be stronger than just falling back on the old excuse that “it's always done this way.” After all, if this line of reasoning were correct, we would still have

slavery, women wouldn't be allowed to vote, and everyone would drive around in horse drawn buggies.

LIMIT CHOICE WITH FALSE DILEMMAS

The **false dilemma** fallacy implies the availability of only two choices in any given situation. Near my neighborhood, we have a Marine helicopter base, and flights often take off at low altitudes at various times of the day or night; the noise makes it impossible to have conversations for minutes at a time. Occasionally, someone will write a letter to the local newspaper complaining, and the next week we can count on a response with the following theme: “Would you prefer that they were *Russian* helicopters?” As if that were the only alternative! Here's another example: one man may find that an acquaintance dislikes football and prefers ballet and calls the acquaintance's sexual preferences into question, believing that there are only two possibilities with such choices. The idea that there are always two sides to an opinion is often wrong – there may be many other alternatives.

ATTACK THE MESSENGER, NOT THE MESSAGE, WITH 'AD HOMINEM'

Finally, we need to examine the fallacy of directing a personal attack at a person asserting a particular point of view, and not at the person's argument itself. This is called the **ad hominem fallacy** – Latin for “to the man.” When a political candidate constantly attacks the character of a competitor, be suspicious; what a person may or may not have done has little bearing on the relevance of what the person is saying. If, for example, Candidate A says that we should raise the sales tax and Candidate B counters that A slept with his wife before they were married, the argument is diverted from a pressing economical issue to one that will turn into a tabloid feast, doing nothing to advance the cause of more efficient government. Outright character assassination may be used (“My opponent used the 'F' word in grade school”), attacking the circumstances of a person's life (“My opponent attended a segregated high school”) or cheap attempts at humor or ridicule (“Who can believe a person wearing such ugly ties?”). No matter what nuance is used, the actual argument must be considered; a person's character may be relevant in considering his or her appropriateness for a particular position, but that does not relieve the other's responsibility of addressing the actual argument.

Considering these fallacies carefully should lead people to the somewhat unpleasant conclusion that just because someone has an opinion, it may not necessarily be a good one. In a society where we hear that everyone is entitled to an opinion, this may seem heretical. But I'm not asserting that people are not entitled to their opinions. Instead, we need to realize one opinion may not be as good as another person's, merely because it is claimed to be. Enhance the quality of your presentation, oral or written, by subjecting your opinions to rigorous scrutiny. Your audience will be impressed with the results, and you and others will contribute a better informed, more intelligent citizenry. **T**

Jan Rainbird teaches English at California State University, Fullerton, and attends law school.



UPDATE

By Mary Porter, DTM

Toastmaster Triumphs at Pearl Harbor

50 YEAR
ANNIVERSARY OF
WORLD WAR II
BOMBING MARKS
PERSONAL
VICTORY FOR
D-5 SPEAKER.

■ Thousands of World War II veterans and their families gathered in Honolulu, Oahu, last December to commemorate the events of the infamous Japanese bombing of Pearl Harbor fifty years earlier on December 7, 1941. Among the keynote speakers at the USS ARIZONA Memorial was Lt. Commander Frank Van Valkenburgh, USNR (Ret.), a member of Mission Valley Masters Toastmasters Club 2604-5. His father, Captain Franklin Van Valkenburgh, was the Commanding Officer of the USS ARIZONA. As Van Valkenburgh spoke, he wore his father's Naval Academy ring, the only remaining personal effect of his father's found after the devastating attack.

Fortunately, Van Valkenburgh was invited to speak almost a year in advance of the Pearl Harbor Survivors' Day ceremonies. Before he

could accept the invitation, he needed to overcome a major hurdle. Three years earlier, a stroke had forced him to retire from his professional photography career. Now, although almost fully recovered, Van Valkenburgh was uneasy about speaking; too often, the words he wished to say were not the words that came out of his mouth.

Van Valkenburgh and his wife of 50 years, Lorraine, knew that in order for him to speak at the highly publicized event, he needed further speech therapy. So they both joined Mission Valley Toastmasters Club. Van Valkenburgh found himself in a posi-

itive and supportive learning environment that would help him develop a speech that would do justice to the occasion.

Toastmasters' magic worked! Painstakingly, step by step, Van Valkenburgh wrote, rehearsed

and delivered his speech again and again, building on the caring suggestions and empathy from fellow Toastmasters.

In December, as Van Valkenburgh and his wife stepped off the plane in Honolulu, a Toastmasters' "aloha" awaited them from D-49 Toastmasters. Not only did the Hawaiian Toastmasters support the Van Valkenburghs through a week of receptions, ceremonies and media attention, but the Hickam Air Force Base Club convened a special meeting to hear Van Valkenburgh's speech and offer encouragement and last minute suggestions.

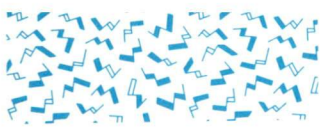
At last, December 5 arrived. With dignity, pride and confidence, Van Valkenburgh approached the microphone. Hundreds of veterans, their families, the local and national media and Hawaiian residents greeted him with loud applause, remembering those who had given their lives fifty years earlier. Then, with emotion, conviction and skill, Frank Van Valkenburgh spoke of his father and the wrenching experience of that infamous day; of the pride he continued to take in his dad's Congressional Medal of Honor; and of what World War II had meant to him and to millions of other Americans.

It was the unanimous view of those present that Van Valkenburgh had more than honored his father's memory. To those who understood the tenacity and personal courage behind Van Valkenburgh's triumph, the speech represented Toastmasters at its very best. Our organization had helped empower a courageous veteran and devoted son to stand and deliver at one of the most important commemorative events in our nation's history. **T**



Lt. Commander Frank Van Valkenburgh, USNR (Ret.) addresses crowd at Pearl Harbor anniversary.

Mary Porter, DTM, is Public Relations Officer for District 5 and belongs to the Voyagers (5315-5) and Professional Women (8672-5) clubs in San Diego, California.



HALL OF FAME

DTM

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

Shirley Kunkel, 519-F
Charlotte E. Simmons, 5270-F
Elle Oliver, 977-1
Charles N. Carpenter, 7865-8
David Ansel Talbott, 575-9
Barbara Tittle, 3315-10
Francine Nardolillo, 6500-10
Margaret L. Hansard, 5834-14
Wayne W. Warren, 5834-14
James L. Whalon, 454-16
Clyde Topping, 5477-16
Gloria R. Grantt, 7221-18
Jane J. Brueske, 600-20
Trudie Reed Bergeron, 4031-31
Robin L. Meyst, 8272-33
Dolores W. Jones, 7039-38
Wayne E. Baughman, 3456-40
Emma H. Collins, 5847-42
Danie Hardie, 6901-42
Rex P. Lehmann, 1695-47
Theunis A. Van Der Veen, 4698-47
Jennifer Quentina House, 6273-47
Roger S. Weems, 556-48
Barbara Branton, 5500-57
John J. Gupta, 2827-61
Jacques Waisvisz, 7706-61
Ruth P. Matson, 5659-65

ATM Silver

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

Risto T. Santala, 8109-F
Renee Tully, 7850-4
June C. Hoxer, 2439-15
Gordon L. Springate, 872-21
Narendra K. Gupta, 5297-25
Jane L. Fosdick, 2177-26
Tracy E. Perry, 7329-26
Louise D. Fields Ulmer, 5020-30
Ray Holste, 3359-39
Dona Wheaton, 1440-42
Leonard J. Corcoran, 1987-48
William Postin, 1196-54
John M. Hutchins, 1711-54
Anne Lagache, 1580-57
R. Madder, 1332-64
Victoria H. Wienke, 4350-65
Ronald Brownlea, 1121-70

ATM Bronze

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

Charles N. Carpenter, 7865-8
Adelin Louise Nebelsick Montgomery, 4081-11
Rita M. Hall, 5937-11
Thomas Lewis, 4884-16
Joaquin Melendez, 2642-26
Robert A. Bauer, 4757-28
John Tierney, 1819-39
Leonard J. Corcoran, 1987-48
William H. Malmgren, 1196-54
S. G. (Nik) Nikam, 6659-56
Michele Uke, 598-57
Barbara J. Wrede, 6351-57
Leonard Vanderhoeven, 5712-60
Velma Latmore, 5458-61
Patricia S. Prosser, 1757-63
James H. McKee, 8089-65
Judy Clack, 7521-70

ATM

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

Harriet Arnest, 2657-F
Dean Kroeker, 6641-F
David A. Berkowitz, 613-1
Rick Jarnat, 1398-1
Nina S. Marsh, 6033-1
Charles D. Dickey, III, 1531-2
Karna Mathre, 3491-2
Mary Anne Murphy, 4859-2
Brian Doennebrink, 6949-2
Russell H. Ragsdale, 2607-3
Juliana A. Kimball, 3527-3
Walter Switzer, 3527-3
Richard A. Fagetti, 530-4
Maria Lesley Pribyl, 5151-4
Robert W. Young, 6353-4
Michael Dyer, 2542-5
Ernest P. Hopkins, 7070-5
Frank M. Grund, 3334-6
Marjatta L. Gabriel, 4687-6
Emelie McClellan, 4956-6
Diane Christianson, 6090-6
Jeff Corteau, 7119-6
Wade R. McLaren, 3091-7
David R. Hattery, 3866-7
Becky Olson, 8427-7
Don Lee, 2093-10
Lyn A. Sims, 8480-10

George Lorenz, 1113-11
Robert L. Sproston, Jr., 1122-11
Phyllis Bartley, 4849-11
MenKai Chen, 6970-11
Julie Henk, 7726-11
Dion E. Dubois, 3806-12
Ann Hoist, 6308-13
Sharon Baker Pickett, 4048-14
Gabriel J. Living, Jr., 6931-14
Eugene Seeley, 7051-15
James L. Whalon, 454-16
Richard A. Hicks, 454-16
Hi Lam, 1062-16
Donald Dillon, 1615-16
Terry McFall, 1692-16
Michael D. Crooks, 2361-16
Laura Stich, 4281-16
Wayne M. O'Brien, 2067-17
Barbra Mullin, 3878-17
Sandra Deloris Johnson, 1746-18
Salvador Salgado, 7987-19
Toni Rankin, 1611-21
Margaret Klynchik, 1929-21
Jack I. Yorsh, 3169-21
Eileen Panther, 5139-21
Bruce L. Jeffrey, 1928-22
Jay Toenniges, 5993-23
Charlotte Wheat, 6818-23
James G. Hammitt, 6881-23
Paul E. Overby, 2739-24
Sondra Lou Albertson, 3560-24
Denny Hickok, 3586-24
Neale Kelley, 5329-24
Cheryl A. Spooner, 3055-25
John William Whitley, 3178-25
Faye M. Zeiler, 798-26
Rusty Gates, 2191-26
Bob Nelson, 5950-26
Hank Tobo, 7162-26
Coleman R. Sachs, 1037-27
Bill Haas, 1786-27
Rose Rodriguez, 3231-27
Judith E. Pearson, 7132-27
Mary Drew Hamilton, 8224-27
Nancy L. Brown, 1919-29
Velma L. Fellings, 2709-30
Marsha H. Purcell, 4347-30
Virginia G. Crocker, 2467-31
Trudie Reed Bergeron, 4031-31
Suesan Heroux, 6576-32
David Gregory, 853-33
Gary J. Wolf, 2462-33
Talaat Hameed, 2752-33
John Patrick McCoy, 2858-33
Joan M. Hanna, 3051-33
Donald F. Wuethrick, 1816-35
John Schwantes, 1816-35
James J. Schrimpf, 3891-35
Dottie Reeder, 5960-35
Joyce O. Franklin, 77-36
Evelyn M. Byford-Peterson, 1314-36
Pat Noona Gorski, 6330-36
William T. Powers, 6687-36
Eddie H. Finn, 2480-37

Evon L. Crooks, 4461-37
Eleanor M. Caldwell, 6920-37
Philip Daulerio, Jr., 2494-38
Matthew E. Leiff, 4361-38
Jack Byrd, 7683-39
Jean L. Ferguson, 8604-39
Ann M. Harting, 3255-40
Norman Clark Capshaw, 4532-40
Ralph C. Walker, 7665-40
Mary M. Mortenson, 5101-41
Lori M. Leppke, 2489-42
Kae Neufeld, 3146-42
Sandi Larkins, 3489-42
Ken McGowan, 3868-42
Barb Riddell, 5330-42
Gary P. Pittman, 2217-43
Edna de Noble, 3962-43
Garry K. Lee, 7304-43
Glenna Burns, 6002-44
Ken D. Cashin, 3948-45
Shelley L. Rosenbaum, 1849-46
Felicia Davey, 5394-46
Laurel D. Hendrix, 1980-47
Randy W. Pitts, 2002-47
Ray V. Brassard, 2138-47
Robert J. E. Metcalf, 2166-47
Joel M. Goldfarb, 3651-47
Phyllis Pawson, 4541-47
Ralph R. Wells, 6261-47
Darrel J. Francum, 6860-47
Leonard J. Corcoran, 1987-48
Bidyut K. Rath, 2186-48
Robin E. Kovarik, 6157-48
Samuel Robinson, 520-49
Virginia D. Jarin, 1256-52
Sharon A. Jones, 789-54
Stacey E. Morrison, 745-56
Carol L. McKenna, 1458-56
Judith E. Sims, 2058-56
June Hatfield, 5530-56
Darrell D. Perry, 598-57
Genevieve R. Lynn, 2056-57
Tom Lynn, 2124-58
A. Lee Norton, 1102-60
David Chilvers, 2398-60
Gary Mueller, 4993-60
Doris Prince, 5310-61
Sharon M. Jordan, 5711-63
Barbara Wallace, 7569-65
Betty Perkins, 686-66
Melvin Eugene Lamar, 1067-68
Linda Allen, 7494-68
David Minty, 1040-69
Pamela Willoughby-Thomas, 986-70
Margaret Ailba Standaloff, 1921-70
Stephen James McMillan, 6406-70
Annabella McLuckie Kyle, 2053-72
Antunette Fairhurst, 2498-72
Graham Eastwood, 3837-72
Paul V. Slatin, 7821-72
Herb Ulyate, 4236-74
Laurence John Newman, 4672-74
June Jones, 5760-74
Anita Y. Sanchez, 2395-75
Nena B. Walder, 6841-75

ANNIVERSARIES

45 years

Cosmopolitan, 515-6
Mitchell, 495-41
Marquette, 509-41
Vulcan Voices, 512-48
Buffalo Pioneer, 506-65

40 years

Crownmasters, 1133-4

35 years

Santa Ana Winds, 2555-F
Bob Leiman, 666-11
Indio, 2528-12
North Hills, 2472-13
Gunpowder, 2562-18
Early Bird, 2534-23
Navy Exchange Service Command, 2285-46
State Farm, 2385-47
Amador Valley, 2452-57

30 years

Athens, 1779-14
Dunedin, 2890-72

25 years

Morning Glories, 3788-7
Lucky, 3231-27
Sparkling, 3602-47
Hutt Valley, 3839-72

20 years

Midway, 953-10
Canterbury Green, 857-11

15 years

Asian Express, 2203-4
Challengers, 1297-24
Pacesetters, 1589-43
East Bay Municipal Utility District, 2527-57

10 years

Capital T, 4938-8
Hurstborne, 4944-11
Alpharetta, 4941-14
Second Crossing, 4943-20
Creston Valley, 4949-21
Mid-Towne, 4937-35
Hill Farms, 4940-35
Hallandale, 740-47
Coffee Country, 4945-48
Exxon Club, 4946-56

NEW CLUBS

Happy, 8702-U
 Taipei, Taiwan
Femenil De Uruapan, 8734-U
 Uruapan, Michoacan, Mexico
CSI, 8743-U
 Singapore
San Borja, 8749-U
 Lima, Peru
Sahuayo, 8751-U
 Sahuayo, Mexico
Relicario Y Talavera, 8752-U
 Puebla, Puebla, Mexico
Kaiser, 8735-F
 Pasadena, California

Fission Masters, 8742-F
 San Clemente, California
Grand Canyon, 8724-3
 Grand Canyon, Arizona
Toast of the Town, 8705-4
 San Jose, California
Ten Almaden, 8746-4
 San Jose, California
AGC, 8740-5
 San Diego, California
SAS, 8706-7
 Salem, Oregon
Toast of Precision, 8720-7
 Clackamas, Oregon
CASE, 8711-10
 Euclid, Ohio
Rubbermaid, 8726-10
 Wooster, Ohio
Speakeasy, 8704-12
 Riverside, California
Articulates, 8712-13
 Pittsburgh, Pennsylvania
CDC-Noontime, 8708-14
 Atlanta, Georgia
Fannie Mae, 8709-14
 Atlanta, Georgia
Bradley Communicators, 8710-14
 Columbus, Georgia
Olympians, 8716-14
 Atlanta, Georgia
Home Depot, 8717-14
 Atlanta, Georgia
Antioch North, 8718-14
 Atlanta, Georgia
Habersham, 8747-14
 Cornelia, Georgia
BFEC, 8703-18
 Columbia, Maryland
Energizers, 8727-20
 Bismarck, North Dakota
Desert Hills, 8721-21
 Ashcroft, British Columbia, Canada
Finnvocators, 8732-21
 Vancouver, British Columbia, Canada
Realtalkers, 8759-24
 Omaha, Nebraska
Long Speak, 8750-26
 Longmost, Colorado
FBO Esprit de Corps International, 8739-27
 Rosslyn, Virginia
Gold Intoners, 8753-31
 Leominster, Massachusetts
Talking Heads, 8731-32
 Randu, Washington
Soothsayers, 8748-32
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Landover, 8757-36
 Greenbelt, Maryland
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 Raleigh, North Carolina
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Chest Chatters, 8722-40
 Cincinnati, Ohio
Tele-Speakers, 8701-42
 Calgary, Alberta, Canada
Exeter Speak-Ups, 8700-45
 Exeter, New Hampshire
GMRI, 8733-47
 Orlando, Florida
Montgomery State Farm, 8738-48
 Montgomery, Alabama

Look Who's Talking, 8758-53
 Southington, Connecticut
Champions Chatterers, 8725-56
 Houston, Texas
Texas Tongue Twisters, 8737-56
 San Antonio, Texas
Fur, Fins and Feathers, 8741-56
 Austin, Texas
Greater Clemson, 8719-58
 Clemson, South Carolina
Engineering Speech Club, 8729-60
 Toronto, Ontario, Canada
Message, 8736-61
 Ottawa, Ontario, Canada
Royally Speaking, 8728-64
 Winnipeg, New Brunswick, Canada
Taxmeisters, 8760-64
 Winnipeg, New Brunswick, Canada
Capalaba, 8713-69
 Capalaba, Queensland, Australia
Morris Fletcher, 8715-69
 Brisbane, Queensland, Australia
Pioneer Valley, 8730-69
 Mirani, Queensland, Australia
Balmain, 8744-70
 Balmain, Sydney, New South Wales, Australia
Cobar, 8756-70
 Cobar New South Wales, Australia
Daleside Speakers, 8745-71
 Menwith Hill Station, England
Cebu Metrobankers, 8723-75
 Cebu City, Philippines

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Contributor

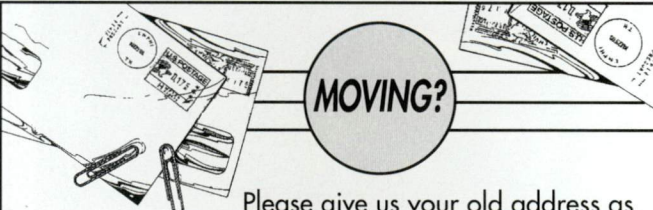
R M E Toastmasters Club
 No. 426-26
Kent F. Roberts, CTM
Bruce S. Billings, CTM
Beverly J. Manda, CTM
Twin Cities Toastmasters Club
 No. 5509-25, in memory of
 Mary Lou Blinov

Contributing Club

P M Toastmasters Club No. 4629-F
Farmers Toastmasters Club
 No. 5331-33
Orators Toastmasters Club
 No. 36-F
Downey Space Toastmasters Club
 No. 513-F

Associate

Toastmasters of District 10, in memory
 of J. Cyril Crawford, DTM
Amarillo Toastmasters Club
 No. 211-44
Gunther Sonnleitner, CTM
Tower Talkers Toastmasters Club No.
392-22, in memory of J. B. Flesner



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Club No	District No. Check One

Complete Title (club, division or district office) _____

Would you like a list of clubs in your area? YES NO

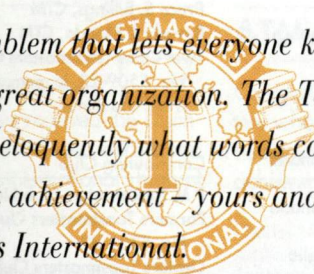
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_____	5702	391-M*
_____	5801	391-B
_____	5802	391-S
_____	5813	398*
_____	5815	389-A*
_____	5814	389-M*
_____	5805	339*
_____	5806	339-M*
_____	5807	390
_____	5907	5920
_____	5905	5939
_____	5906	5951
_____	5942	5952
_____	5940	5800
_____	5941	5799
_____	343*	5798
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See Supply Catalog for more samples of official TI pins and jewelry. California orders add 7.75% sales tax. Add postage and handling charges as follows: Miniature and large membership pins, 1-12 @ 75¢; 13-24 @ \$1.25. All other items add 50 cents per item. Air mail extra.

Pins

- Miniature membership pin (5751), 1/2" diameter, \$2.75; 12 or more (5752), \$2.50
- Large membership pin (5753), 5/8" diameter, \$3.25; 12 or more (5754), \$3.00
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See the Supply Catalog for a complete listing of pins, including past club officer and district officer pins.

Toastmaster Tags

Gold-type CTM, ATM and DTM tags attach to any membership pin.

- CTM tag (5942) has white letters, \$4.50
- ATM tag (5940) has red letters, \$4.50
- DTM tag (5941) has blue letters, \$4.50

See the Supply Catalog for a complete listing of member anniversary tags honoring membership and service.

Identification Badges

- TOASTMASTERS ID BADGE (343/pocket, 343-A/pin back, 343-M/magnet) ... Special white badge with name, office and club name engraved in red, \$7.75 each.
- CTM ID BADGE (340/pocket, 340-A/pin back, 340-M/magnet) ... Special brown badge with name and club number engraved in white, \$7.75 each.
- ATM ID BADGE (391/pocket, 391-A/pin back, 391-M/magnet) ... Special red plastic badge with name and club number engraved in white, \$7.75 each. Your ATM badge can show your level of ATM achievement. These polished bronze and silver speaker figures adhere to your ATM badge. \$2.50 each:
 - ... ATM Bronze attachment (391-B)
 - ... ATM Silver attachment (391-S)
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Be sure to print all information for engraving. Blank badges are not available. You can turn a pin-back badge into a clip-on badge with the clip-on attachment (390), \$1.25 each.

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